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Dollar crisis—top-level talks in London • Foreign exchange & gold markets to be closed again to-day

# U.K. seeks to align policy with EEC

BY WILLIAM KEEGAN, ECONOMICS CORRESPONDENT

The British Government is to press for an early meeting of the Group of Ten top finance and economic Ministers to decide on a concerted programme of measures to solve the present international monetary crisis, following President Nixon's surprise weekend economic measures.

But before the meeting of the Group of Ten can be arranged, Ministers want to discuss the effect of President Nixon's statement with the members of the EEC. British officials have already been in touch with representatives of West Germany, Italy and France to convene a meeting at official level in the next few days. The British Government is particularly anxious to co-ordinate its policy with its future partners in the EEC.

The decision was taken at an hour-long emergency Cabinet meeting at 10, Downing Street last night, from which Ministers emerged determined to seek an agreed international solution to the crisis and to avoid any unilateral reaction.

## Parity changes

The Cabinet meeting took place while another session of leading U.S. and European monetary officials was drawing to a close at a U.S. Embassy house in Kensington.

At a Press conference at the U.S. Embassy afterwards, the U.S. Under-Secretary to the Treasury, Mr. Paul Volcker, said he recognised that the President's package might lead "in some cases" to exchange-rate changes, but that whether the dollar floated or not would depend

on whether other currencies floated. "In this business," he said, "it takes two to tango."

As a result of the U.S. measures, Mr. Volcker went on, "we can possibly work more forcefully than before towards solutions." But the U.S. was not going to lay down a blueprint for the international monetary system, and it would not be useful to have a conference on the lines of the Bretton Woods conference of 1945.

The U.S. Treasury Under-Secretary was accompanied by Mr. Dewey Daane, a governor of the Federal Reserve Board. He emphasised that his purpose in Europe was consultative, and that "at the meetings so far we have met a very good understanding of our problems and of the manner in which the programme is designed to meet them."

## Import surcharge

The meeting between Mr. Volcker and top European financial officials lasted two and a half hours. Germany was represented by Herr Johann Schoellhorn, State Secretary at the Economics Ministry. Dr. Oskar Emminger, vice-president of the Bundesbank, and Dr. Wilhelm Hankel, from the Ministry's money and credit section.

The French representatives were Mr. Claude Pierre-Grosselette, director of the Treasury, and Mr. Bernard Clappier, first vice-governor of the Banque de France. From the U.K. there were Mr. Alan Neale, second permanent secretary at the Treasury, and Mr. Jeremy Morse, an executive director of the Bank of England.

Before Mr. Volcker's meeting with these

officials he had had talks lasting about 30 minutes with the Chancellor Mr. Anthony Barber. He is due to leave the U.K. to-day for further discussions in Paris and Bonn.

At his Press conference, Mr. Volcker made it clear that the 10 per cent. surcharge only applied to some 50 per cent. of total U.S. imports, and that it applied to the landed value. Because of the existing legislation of car duties, the duty on imported cars could only be raised from 3½ per cent. to 10 per cent.

Following President Nixon's surprise announcement early in the day of sweeping measures to stem the dollar outflow and revive the U.S. economy, official dealings in most foreign exchange centres were stopped, and the principal subject of discussion was about what form the widely-expected devaluation of the dollar would assume. The London gold market also closed.

In Tokyo, the Bank of Japan took in a record \$700m. at the old rate of exchange after the U.S. announcement. Most European foreign exchange markets were officially closed, and are expected to remain so to-day. Where dealings took place in other centres yesterday, the dollar was effectively floating well beneath its official floor, and rates of up to \$2.55 to the pound were being quoted for travellers' cheques, against an official upper limit of \$2.42 to the pound.

## Nixon's main points

From other countries' points of view, the key items in the President's package were the temporary suspension of the convertibility of the

dollar into gold, and the temporary 10 per cent. surcharge on imports of manufactured goods into the U.S.

The surcharge was being widely interpreted as a bargaining counter to force other countries to revalue against the dollar. President Nixon said in a key passage that it was an action "to make certain that American products will not be at a disadvantage because of unfair exchange rates. When the unfair treatment is ended, the import tax will end as well."

Yesterday evening, it was announced that the London, foreign exchange market would again be closed to-day. The Swiss and Italian markets are also to remain shut, but Tokyo was again expected to open. The French market was closed for the Assumption Day holiday yesterday, but is unlikely to reopen to-day.

## Reaction sought

The Common Market Commission is to hold an emergency meeting in Brussels to-day to consider the Community's position following the package. In an official statement, the Commission said: "Member States should adopt a common position to defend their interests and contribute to the re-establishment of international monetary order."

Immediately after yesterday evening's meeting with Mr. Volcker, Mr. Bernard Clappier, vice-governor of the Banque de France and also chairman of the EEC's monetary committee, said it would be beneficial to have a meeting of Common Market finance Ministers. M.

Clappier said that Mr. Volcker had explained President Nixon's announcement but had added nothing new.

AT a Press conference at the U.S. Embassy after the meeting, Mr. Volcker said: "We are fully conscious of the fact that there are difficult repercussions on other countries. We want to get their reaction so we can improve growth together."

He describes the U.S. measures as "sweeping and integrated." America had been faced with a series of problems over a period of time—particularly inflation and unemployment. The proposals to safeguard the dollar were considered the best way of tackling the problem. Mr. Nixon had realised the difficulty of solving the problems, and knew the repercussions that would affect other countries, he said.

## Speculators blamed

From Washington, John Graham, U.S. Editor, writes: President Nixon declared a national emergency to implement the 90-day wage-price freeze announced last night and the imposition of a 10 per cent. import surcharge.

The Administration is taking a strong line in its public statements about the dollar, insisting that it has not been devalued and that the U.S. was forced to suspend convertibility because of the activities of international speculators. Mr. John Connally, Secretary of the Treasury, went so far as to say at a Press conference that the President had not only taken no action on the price of gold, but that he "doesn't intend to."

## News Summary

### Equities unsettled; Index down 3.3

**U.S. TREASURY BILL** rates fell sharply, three to an estimated 4.97 per cent. (5.373) and sixes to about 5.27 (5.770).

**LONDON STOCK MARKETS** were in a high state of uncertainty yesterday following Mr. Nixon's speech.

In the absence of any lead from the foreign exchange and gold markets—both closed—there was great confusion about the outlook for Stock Exchange values in view of possible widespread currency adjustments to the U.S.S.

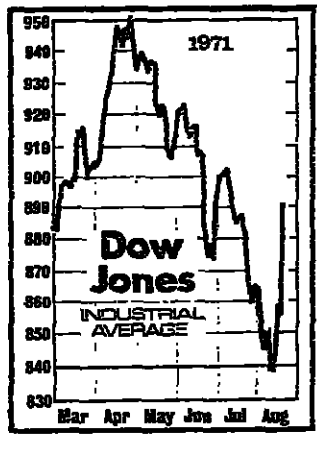
At the opening of markets, therefore, there was widespread marking down and widening of quotations in equities and gilts and a general marking up of

## Wall St. records: Dow up 32.13—volume over 31m.

**WALL STREET** has not seen a day quite like this for a very long time. Apparently concluding that President Nixon had last night prescribed the right medicine for the ailing economy and the sick dollar, the Stock Market set new records left, right and centre as it went along.

The Dow Jones Industrial Average closed at 888.95, up 32.93 points (or 3.84 per cent.), the largest single daily gain in record since the 32.04 point advance of May 27 last year. Volume for the day was 31.72m. shares, the first time it has ever exceeded 30m. shares. At one time in the course of the session the Dow was up about 38 points; some slight profit-taking set in in the early afternoon hours, but the Dow was moving up again at the closing bell.

The New York Stock Exchange was a scene of bedlam for much of the day, especially in the morning. The demand for shares was such that floor traders could barely get to their posts. Two hours after the opening bell, ten of the 30 stocks in the Dow Industrial Index had not opened; some of them, including General Motors and Ford, did not trade all day. Chrysler was first quoted only about 15 minutes before the New York Foreign Exchange Market closed but ended up \$4½ on a volume of more than 750,000 shares. International Business Machines was in huge demand; it did not open until the last hour but when it did it was up no less than 25 points at \$320.



The advance was incredibly broad-based. Over 1,500 shares rose in price and just 107 declined. The handful that were down on the day included some gold-mining stocks and the shares of a number of foreign companies, of which Sony was a notable example: it lost \$3 to \$16 on a volume of 415,500 shares.

The activity on the Stock Exchanges almost completely overshadowed that of other key markets. One of these, the New York Foreign Exchange Market, barely existed to-day, the head of one major bank's foreign exchange department described it as "a small inter-bank market, mostly from position dealers."

The Canadian dollar was easily the most frequently offered currency and continued to appreciate against the U.S. dollar, but most of the other European currencies that have been in such heavy demand of late slid back in desultory trading. The D-Mark was back to 29.58 cents and the Swiss franc to 25 cents. The pound at one time was as high as 2.45 but slipped back to 2.42 by early afternoon.

"No one knows for sure what will happen now," the bank trader said. He suggested that the German, Swiss and Dutch currencies might be able to sustain an effective 10 per cent. revaluation against the dollar, but doubted whether others could. But with virtually all the international foreign exchange markets closed for the foreseeable future, he added: "All bets are off for the moment."

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## President Nixon's main measures

**CONVERTIBILITY** of the dollar into gold or other reserve assets is suspended.

**IMPORTS**—A 10 per cent. surcharge, with exceptions for crude oil, petroleum products, meat, sugar, dairy products and cotton textiles (which are already subject to restraint). Also exempted: the \$100 allowance for returning American tourists bringing in duty-free goods.

**PRICES, WAGES AND DIVIDENDS**—Frozen for 90 days. A Cost of Living Council has been set up to achieve stability at the end of this period.

**FOREIGN ECONOMIC AID**—To be cut by 10 per cent.

**EXCISE TAX**—The 7 per cent. levy on cars is repealed. This will mean a cut of about \$200 (£83) a car.

**INCOME TAX**—Personal income tax exemptions scheduled for January 1, 1972, will be brought forward to the start of next year. Taxpayers can therefore deduct an extra \$50 for each exemption a year earlier than planned.

**R AND D**—New proposals to be introduced to stimulate research and development.

**FEDERAL SPENDING**—To be cut by \$4,700m. Civil service pay rises postponed and Government employment to be cut by 5 per cent.

**JOBS**—Congress is to be asked to enact the Job Development Act of 1971 as a first priority. A 10 per cent. job development credit for one year is proposed from yesterday followed by a 5 per cent. credit from August 15, 1972. This is a tax credit for new investment.

**ILSTER**

**PM cool on House recall**

The Prime Minister last night reacted coolly to Mr. Harold Wilson's request for a recall of Parliament to discuss the Ulster riots but said that he would keep the possibility of recall loosely in mind.

Ulster Premier Brian Faulkner flew to London to-morrow for talks with Mr. Heath. There came little doubt that Mr. Faulkner will try to stamp firmly on suggestions for tripartite talks involving Mr. Lynch. Back Page.

**BUSINESS**

**Truman split**

● **TRUMAN** Hanbury Buxton Board is split virtually evenly on the Grand Metropolitan Hotels and Watney Mann bids. Chairman Mr. D. A. Pease leads five directors who support Grand Met's offer, currently worth about 440p a share, while managing director Mr. George Duncan leads four other directors backing Watney Mann's bid, worth 465-470p a share. Back Page; Page 13.

● **WHITBREAD'S CHAIRMAN**, Col. W. H. Whitbread, is to retire at the end of this year and for the first time since 1742 his successor—present chief executive Alex Bennett—will not be a member of the Whitbread family. The company is aiming for another big improvement in profits this year. Back Page; Page 18; Lex.

● **STEEL OUTPUT** at Port Talbot is threatened by an unofficial pay strike by about 2,000 white-collar workers who walked out yesterday over a demand for an 8 per cent. cost-of-living pay increase. Back Page.

● **£12.8m. WAS PAID OUT** by the Government's redundancy fund in this year's second quarter, £3m. more than in the first. Since this money represents a 50 per cent. rebate of the total paid out by employers, the actual first half redundancy pay-out is over 170,000 workers—was about £45m., one-third more than in 1970's first half. Page 21.

● **ABOUT 1,500 EMPLOYEES** at four Zenith Carburettor plants are to start short-time working from next Monday. Back Page.

Hattersley Steelrod reports pre-tax profit for the year of £1.28m. (£1.18m.) and the final is 22½ per cent. for a total of 37½ (35). Page 18.

Ward and Goldstone final is 14 per cent. for a total of 20 (15) on pre-tax profit of £1.99m. (£1.24m.). Page 18.

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**WEST OF THE NEWS**

also, which fears a new explosion between Syria and Jordan as the two countries' border forces unite up, is making every effort to persuade the two to show restraint. Page 6.

China has pledged its support for Sudan's independence against all pressures. Sudan will shortly begin a special protocol with the U.K. for the financing of projects. Page 6.

American bombers blasted North Vietnamese troops near the demilitarised zone.

Long-range weather forecast: below average temperatures, near-average rain and sun. Page 6.

### THE £ ABROAD

	Close	Aug. 16	Close	Prev. 15
New York 100m.	82.125-82.200	82.125-82.200	82.125-82.200	82.125-82.200
Sw. 100m.	12.000-12.050	12.000-12.050	12.000-12.050	12.000-12.050
Fr. 100m.	10.000-10.050	10.000-10.050	10.000-10.050	10.000-10.050
De 100m.	1.000-1.050	1.000-1.050	1.000-1.050	1.000-1.050

### CHIEF PRICE CHANGES

(Prices in pence unless otherwise indicated)

	Aug. 16	Aug. 15
Treasury 9½ %	107 + 1	106 + 1
Abercorn Invest.	182 + 4	180 + 4
Camden Group	141 + 6	135 + 6
Canwoods	141 + 6	135 + 6
Hamrobs Bank	320 + 18	302 + 18
Kwik Save	208 + 12	196 + 12
Land Investors	125 + 10	115 + 10
Lex Service	255 + 11	244 + 11
Lyons (S.) 'A'	503 + 7	496 + 7
M.K. Electric	129 + 4	125 + 4
Metlray Group	25 + 4	21 + 4
Rank Organistn. 'A'	892 + 34	858 + 34
Ransome Simms	126 + 8	118 + 8
U.K. Property	200 + 25	175 + 25
Ward & Goldstone	131 + 9	122 + 9
Willows Francis	624 + 5	619 + 5
Shell Transport	409 + 5	404 + 5
Vaal Refcs	375 + 5	370 + 5
W.R.I.T.	870 + 20	850 + 20
Gold Mines Kalguri	295 + 8	287 + 8
Messina	265 + 8	257 + 8
Atlas Stone	145 + 6	137 + 6
BSR	344 + 19	325 + 19
Barclays Bank	507 + 11	496 + 11
Brit. Amer. Tobacco	941 + 12	922 + 12
Brown Bros. & Albany	152 + 7	145 + 7
Commercial Union	452 + 8	444 + 8
De Le Rue	217 + 8	209 + 8
Distillers	131 + 6	123 + 6
Grattan Warehouses	268 + 6	260 + 6
Internat. Computers	110 + 6	102 + 6
Peak Trailers	121 + 5	113 + 5
Rail International	121 + 5	113 + 5
Rothschild Inv. Trust	470 + 13	457 + 13
Sears 'A'	128 + 10	120 + 10
Trafalgar House	118 + 5	110 + 5
Meekatharra	85 + 8	77 + 8
New Broken Hill	445 + 15	430 + 15
Peko-Wallace	550 + 10	535 + 10
Whim Creek	215 + 13	200 + 13

### U.K. DAILY STOCK INDICES

	Aug. 16	Aug. 15	13 Yr. avg.
Govt. Secs.	75.18	75.13	76.02
Fixed Interest	75.5	75.5	76.02
Industrial Ord.	403.30	402.40	392.70
Gold Mines	58.60	58.10	61.30
Ord. Div. Yld. P.C.	3.7	3.7	3.7
Earnings Yield P.C.	5.3	5.3	5.3

### ANNUAL STATEMENTS

	Aug. 16	Aug. 15	13 Yr. avg.
Automotive	17.14	17.14	16.92
Chemical Works	12.00	12.00	11.90
Devel. Tea	12.00	12.00	11.90
Electronic Machs.	12.00	12.00	11.90
Hamrobs L. Mover	12.00	12.00	11.90
Moors Steels	12.00	12.00	11.90
Whitbread	12.00	12.00	11.90



















## Other Overseas News

## Gorton resigns as Deputy leader

By Our Own Correspondent

CANBERRA, August 16. MR. JOHN GORTON, dismissed last week from the position of Defence Minister and third-ranking member of the Australian Cabinet, today resigned his position as Deputy Leader of the Federal Parliamentary Liberal Party.

His action clears the way for a ballot, either to-morrow or on Wednesday, by the 67 Liberal Party MPs and senators to elect a new Deputy Leader. Mr. Gorton has indicated that he will not stand again for the position but there could be as many as six or seven candidates.

Leading contenders on present indications are the Treasurer, Mr. Billy Snedden, from Victoria, and the National Development Minister, Mr. Reginald Swartz, from Queensland. There is fair support also for Mr. David Fairbairn, of New South Wales, who is currently holding the two portfolios of Defence and Education and Science.

When the Deputy Leadership is decided, Mr. Fairbairn is expected to be confirmed as Defence Minister and there will be a further reshuffle of the Cabinet to fill the Education and Science post.

Mr. Gorton sent his resignation to the Liberal Party chief whip, Mr. Malcolm Fox, this morning after writing an article for the Sunday Australian newspaper yesterday in which he said: "... I think it would be absurd for the Liberal Party to have a Deputy Leader who was not in the Cabinet. If I were to seek to continue in that position, that would be represented as creating division, and to polarise the party."

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## ELECTRONIC MACHINE COMPANY LIMITED

## Substantial Improvement Anticipated

The Annual General Meeting of Electronic Machine Company Limited will be held on 15th September at the Great Eastern Hotel, London, E.C.4, at 12 noon. The following is an extract from the circulated statement of the Chairman and Managing Director, Mr. M. Wellings:

The trading period ended in April 1971 has been a difficult one for the Group but the profit figures, taken in isolation, would reflect an inaccurate current earnings and assets position of the Group unless the write-offs and provisions made are taken into consideration.

The Group Profit before tax was £121,076. An interim dividend of 3 pence per cent has been paid and the Directors recommend a final dividend of 9 pence per cent.

With regard to our claim on British Drug Houses this is still in the hands of Solicitors and we have no indication at present as to the duration of these proceedings. The claim is for an amount in excess of £600,000 and we hope the legal process will finally resolve this in the not too distant future.

Returning now to information on our current trading prospects: Vacwell Engineering Company, our Mitcham based Group, bought during the year for £120,000 a Sales Company to strengthen its Aviation Division. The Aviation Division showed a profit before tax of £37,000 for the period ended April 1971 and is currently trading at twice that profitability.

The Electro-Mechanical Division of Vacwell produced a profit of £41,000 and as its current production and order book is considerably higher than last year it should ensure a minimum profit of £60,000 for the current year. Vacwell's other activities, including the Electronic Division, produced £55,000 profit before tax and the order book is satisfactory but at present shows little improvement.

The Coventry Group has suffered from increased costs and static production returning only £39,000 profit before tax. The Coventry area has been the worst hit with regard to wages being forced up practically every month without any extra production. We hope that the Coventry Group will return to a more realistic profit cost ratio.

The greatest setback has occurred in Panax, our Redhill subsidiary. This Group returned a loss of £47,500 for the past trading period. Panax is at present running profitably and is budgeted to recover at least £60,000 this year. The order position is now showing a satisfactory improvement and there are no visible reasons why the minimum target for the year should not be reached.

There is another factor to which attention must be drawn at this time, namely the high depreciation figure in relation to our assets. During the current year the method of providing depreciation will be reviewed.

In conclusion, the Group, as a whole is currently trading for more profitably than last year's figures would indicate and we expect a substantial cash turnaround on the current year's account.



## Cairo desperately tries to heal Syria-Jordan breach

BY OUR OWN CORRESPONDENT

CAIRO, August 16.

CAIRO fears a new explosion between Syria and Jordan as the two countries build up forces along the border and is making every effort to persuade both Damascus and Amman to show restraint.

The semi-official newspaper Al-Ahram reported this morning that the Egyptian Government was in contact with a number of Arab capitals over the crisis yesterday, and informed sources said that President Sadat's troubleshooter, Hassan Sabri el Khuli, who arrived in Jeddah from Damascus yesterday evening, is carrying a message detailing Egypt's moves to preserve the peace and asking King Faisal to use his influence in Jordan.

At the same time the Jordanian-Palestinian peace plan, which Mr. Khuli said Saudi Foreign Minister Omar al-Sayid took last week to Jordan and Damascus, has run into trouble. According to informed sources, although both King Hussein and guerrilla leader Yasser Arafat have agreed in principle to the six points, there are still differences about methods of implementing them. In Egypt's view, an agreement between Jordan and the Palestine resistance headquarters in Damascus is essential, if the current crisis between Syria and Jordan is to be overcome.

Reflecting President Sadat's almost desperate concern to preserve Arab unity, Al-Ahram commented that Cairo and other Arab capitals felt that in this decisive year all Arab potential should be preserved for the battle with Israel.

Egypt's moderation is shown

by the fact that Jordanian Air-line flights to Beirut are being rescheduled via Cairo in spite of Egypt's close alliance with Syria, which has banned Jordanian flights over its territory.

Al-Ahram reported today that the executive committee of the Palestine Liberation Organisation has insisted on guarantees before implementing the Egyptian-Saudi peace plan with Jordan. They include freedom of command action and release of all commandos held by the Jordanians after the July round-up; both these points have been agreed in principle by King Hussein.

The PLO also wants all arms

confiscated by the Jordanians to be returned, and to have its offices and organisations agreed on in the Cairo and Amman agreements of September 1970 re-opened.

Informed sources say that King Hussein has also asked for firm guarantees on how the guerrillas' operations are to be supervised. The peace plan provides for the resumption by the Arab political and military committees of their supervision of the Cairo and Amman agreements. To function efficiently they would need independent observers; this is apparently causing some concern to King Hussein.

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## Export News

## IN BRIEF

## Italy gets Badger system

Huddell Yates Developments, the Leeds-based developer of the Badger system of trenchless pipe-laying, has signed an agreement under which Impresa Costruzioni E Ricostruzioni di Roma will promote and operate the system throughout Italy.

The first project under this new arrangement started yesterday when pipelayers started 700,000 metres of irrigation laterals and feeder mains in the Arborea area of Sardinia. The work, due for completion in the spring of 1973, follows a successful pilot scheme in Sardinia last year.

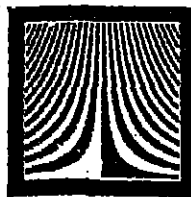
The Italian company is the first to sign up with Huddell Yates Developments to exploit this system of pipe-laying. Other joint venture concerns have been established in France, Germany, Canada and America, while in the U.K. a subsidiary, Huddell Yates Badger Pipe-layers, has an order book of £80,000 for the laying of sewerage and similar pipes by this method.

Orders for lifts worth more than £250,000, part of a £10m. development plan for Collier Quay in Singapore, have been won by The Express Life Company of Northampton.

The order covers the supply of 12 lifts for the Ocean Building which will rise to 28 storeys above the Singapore waterfront. It is the largest single overseas order yet won by Express and follows negotiations in London and Singapore, it was placed with the company's distributors in Singapore by the Capital and Counties Property Company of London and Ocean Properties, Singapore.

In the Ocean Building tower block, six of the lifts will each carry 23 passengers at 1,000 feet per minute and the others will travel at 700 feet per minute.





# The Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

## TRANSPORT

### Avoiding near misses

A BIG step forward towards the elimination of near misses in the approach to or departure from major airports has been made as a result of the successful testing of the "Secant" system in course of development by RCA.

The basic version of Secant demands the exchange of radio signals between aircraft in range of each other. By measuring the characteristics of signals received in response to its interrogations, a navigator is able to determine which nearby flight constitutes a collision threat.

In larger versions of the system, the closure rate and the bearing of closing aircraft will be measured and from the results, the pilot will be provided with instructions on the

evasion manoeuvre—descend, climb, right, left or a combination of two of these.

RCA thinks the possibility offered of horizontal escape routes in case of a collision threat is of considerable importance; its engineers are continuing to develop the bearing and pilot indicator sides of the equipment.

Power requirements are low and expectations are that a fully solid-state system will be practical and highly reliable.

However, a considerable amount of development work still remains to be done since the test involved a DC-3 and Piper Aztec that is to say comparatively slow machines. These ran through a total of 50 simulated flight encounters on various patterns of collision

courses. In each instance, the Secant equipment detected the threat and gave the correct warnings.

To add realism, a traffic simulator was used to provide the "clutter" which could be expected around a major airport in the 1980's. It was brought in during intentional attempts to saturate and deceive the system. These were not successful and the equipment rejected all spurious signals, detecting the real target in each encounter.

Use of Secant will not complicate ground equipment and it is intended to operate with existing and future ground control systems as well as to come in a variety of versions which will dovetail with varying degrees of sophistication demanded by the users.

### Finding the quickest route

CITY CHAOS is becoming so severe that a number of electronics companies around the world are seeking a solution cheap enough to help the individual driver who is trying to get to a given destination within the city limits.

One system, now under development by the Siemens organisation in Munich, would provide the driver of an ordinary passenger car with a sequence of instructions that would guide him to the selected target, by the quickest route possible, but in the quickest time possible having regard to traffic conditions at the time.

On the key set of a small special device installed in the dashboard of the car the driver would first set a pointer to the

destination he requires. To do this he would key in a number selected from a city map with numbered streets.

During the journey, the number is transmitted continuously back to the computer centre through induction loops laid under the road surface. The central equipment compares all the position data of all the vehicles under control with congestion data to derive a route.

The result of the comparison is a series of instructions transmitted to each vehicle telling it where and at what speed to proceed to get to the indicated destination in minimum time.

The receiving device in the vehicle causes a direction arrow and the suggested number of kph to light up until the vehicle

crosses the next induction loop, when the whole procedure is repeated and the display changes once more.

In the eyes of the Siemens designers, the system would not demand any radical or high cost change to the vehicles in the system. The specialised accessories, such as the destination selection switch and the instruction panels, could be built into any type of car or lorry without significant outlay.

Looking beyond the confines of a city, to which the system would not have to be limited, the system could be applied to the motorways and their users, so that a driver could be navigated from the Moulou Rouge to the Vatican without ever looking at a map.

### Coke weight gauged in movement

AN electronic system for weighing trains of rail wagons to official accuracies while they are travelling at speeds up to 2 mph is currently under construction at the Birmingham factory of Henry Pooley and Son.

For the National Coal Board's proposed Coking Plant, near Gateshead, the system will weigh close-coupled trains of 10-ton four-axle and 45-ton two-axle wagons delivering coal to and from the plant. It will handle trains of mixed stock travelling in either direction and will indicate and record individual wagon weights to accuracies required by the Department for Trade and Industry (DTI) to permit stamping for trade use.

This is the eighth weighing-in-motion system to be built by Pooley and associate company Y and T Avery since the Avery electronic in-motion concept was introduced commercially some 8 months ago. In-motion clones—some designed to weigh wagons travelling at 2 mph and more—have been applied to the BSC, CEBG, chemical industry, extractive

companies, and overseas railway authorities.

In the Norwood system, weighing will be carried out by a load-cell rail axle weight of 25-ton capacity, the axle weights—two or four—being summated to give each total wagon weight. The operation will be entirely automatic. Weights will be indicated on a digital display, printed by a tabulating machine on a paper tally roll, and totalled after the train has cleared the weighing system.

### Prevents engine seizure

ENGINE control units designed to prevent seizure are to be fitted to the road tanker fleets of Berk and Berk Spencer Aclis.

The units to be fitted are versions of the Robomatic system marketed by Stewart Automotive Equipment, of Bond Road, Warrington, Surrey.

Both engine oil pressure and water temperature are monitored; if for any reason a fault develops in either system the driver is given a combined audible and visual warning indicating engine stoppage in 25

seconds. Until the fault has been rectified the engine can only be started for periods of up to 25 seconds.

The Berk vehicles are to be fitted with modified units which also monitor the running temperature of the compressors used to discharge the contents of the chemical carrying tankers. If overheating occurs the main engine is stopped after a 25 second warning by means of a solenoid valve mounted directly into the inlet side of the injection pump. The valve is so designed that having brought the engine to a halt it is not necessary to vent the fuel system before restarting the engine. Consequently as soon as the fault has been rectified the vehicle can be driven away.

### Pinpointing vehicles

EVERY organisation using a large fleet of vehicles should have constant knowledge of each vehicle's location, availability and duty. This information is essential for fast deployment of resources as required by police forces, ambulance services, etc. In taking action on notification of an incident.

But information concerning

police vehicle availability and location, if transmitted to the control room by open speech over the car radio system, occupies a significant amount of the system capacity and can be picked up by the persons whom the car in question is seeking to apprehend.

GEC-Elliott Process Automation has received through its supervisory systems unit at Coventry a £40,000 order to manufacture mobile data transmission units for police vehicles.

These units, ordered by the Home Office, will enable a police officer in his vehicle to transmit information in the form of a digital code, giving his location, type of duty and availability over the existing car radio system to a police control room. This information, being in code, will be confidential to the police, will take up very little time on the radio system and will speed up the transmission of the information to the control room.

In the control room the information will be decoded automatically and fed into existing GEC-Elliott computer-based vehicle availability equipment. The control room staff have immediate access to stored information on each vehicle. Hence the whole fleet can be deployed with maximum efficiency to meet any incident which may arise.

## PROCESSES

### High purity plasma unit

ELECTRODE-LESS plasma spray torch for the high purity application of metals, ceramics and other coatings has been

developed by the Humphreys down in a non-oxidising-plasma flame. The main advantage claimed for the torch is that high purity coatings can be deposited free from electrode contamination. The torch operates on oxygen, air, nitrogen or argon. The use of oxygen and air enables the coatings designer to use such spray powders as oxides and ferrites which would normally break plasma stream.

### Filling and washing beer kegs

THREE new machines for washing and filling beer kegs, aimed at European brewers, have been announced by GKN Sankey, Albert Street, Bilston, Staffs.

One of these is a two-stage machine, while the three-stage version of the washing, sterilising and filling stations are all incorporated in one frame. Both of these employ an improved method of inverted filling which is claimed to give a much faster throughput than any other machine of this type.

The third machine is a small, low-cost manually fed version intended for small breweries or for pilot plants. All the machines are designed according to Continental brewery regulations, and a new system of colour-coding is used for the pneumatic pipes to simplify fault finding and replacement.

GKN Sankey will be showing these machines for the first time at Interbrau 71, the international brewing exhibition to be held in Munich on September 15-18.

### Distilling to order

PLANT erection is approaching completion at Fraser McNaughton's general purpose fractionating unit at Hendon Dock, Sunderland.

The unit, constructed throughout in stainless steel, has been designed to handle a wide variety of distillation projects such as arise from contamination of cargoes during shipment and is also equipped to handle large-scale solvent recovery and contract processing work in the chemical and allied industries.

This ability will prove particularly attractive during the current period of restrictions on capital spending in the chemical industry. It is expected.

There is 12,000 water tons of storage with suitable facilities for receiving liquids by road and rail and in tankers of up to 8,000 dwt.

Mr. I. M. Smallwood, the managing director of Fraser McNaughton, is also a director of Carless Capel and Leonard, and although independent of each other, the two companies have close technical links. The facilities they can offer in the custom processing field are largely complementary.

## AUTOMATION

### Sequential Motor speed control for boilers

EQUIPMENT providing sensitive control of both domestic and industrial heating boilers, designed in the U.S., is now available in the U.K. through Perfection Paris, 59 Union Street, London, S.E.1.

Developed by Penn Controls, it will provide proportional or on-off control of switches in multi-stage boilers or coolers and the actuators can control such components as circulating pumps, gas valves and heat input relays.

Since the system is modular, the customer can select exactly the right components for his application. Among these components are sensors for both boiler and ambient use, remote setpoint adjusters, damper actuators and valve regulators.

## ELECTRONICS

### Plated wire memory

THE Marshall Space Flight Centre in Alabama has purchased a 128,000 bit plated wire memory from Honeywell. Called the MINI-Wire system, it is the company's advanced aerospace memory system and uses 2-mil plated wire and medium scale integration. In its standard form it can store 200,000 bits of information in 142 cubic inches.

The 128 kilobit memory will be used with the advanced Space Ultra-reliable Modular Computer for possible future applications in space stations. It will be a loosely packaged modification of the standard memory, easily expandable to the full 200kb capacity without increasing the 142 cubic inch capacity.

Honeywell says it has tested these memories at 180 nanoseconds access time, 250 ns read and 500 ns write while operating on 22 watts of power. The standard memory weighs about five and a half pounds.

The two mil diameter wire was chosen, says Honeywell, because of its compatibility with MSI power levels. Advantages mounting to a printed circuit board directly from the reduction of the magnetic path around the

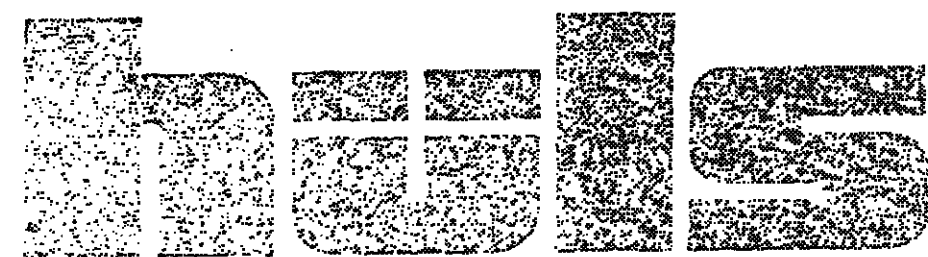
wire, resulting in a 50 per cent reduction in the word and bit current requirements. The increase in bit packing density available in heights of 0.125, 0.205 and 0.800 inches and can be incorporated in read-out packages complete with decoder/driver. Alternatively the packages can be supplied as display assemblies of two to 10 modules mounted in a windowed bezel frame.

NASA is at the moment studying a six to 12-man space station to be operational in the late 1970s. Honeywell is teamed with McDonnell Douglas Astronautics in multi-million dollar studies to design the space station, which could later be enlarged to a 50 to 100-man space base.

### Solid state lamps and displays

A RANGE of solid state lamps, character and complete read-out displays has been made available by Pye TMC components division of Sevenoaks Way, St. 30, 1 and a speed regulation of 2.5 per cent, at maximum speed.

Using gallium arsenide phosphide light emitting diodes the lamps and modules have leads flexible enough for bending yet can be supplied for local or remote control. Protection in mounting to a printed circuit board. They may be driven current limit is standard.



**Plastics**  
**Synthetic rubber**  
**Detergent raw materials**  
**Synthetic fibres**  
**Paint raw materials**  
**Chemicals**



Chemische Werke Huls AG

D 4370 Marl



Bunawerke Huls GmbH

D 4370 Marl



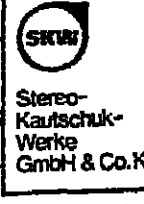
Faserwerke Huls GmbH

D 4370 Marl



Katalysatoren-Werke Huls AG

D 4370 Marl



Stereokautschuk-Werke GmbH & Co. KG

D 5090 Leverkusen



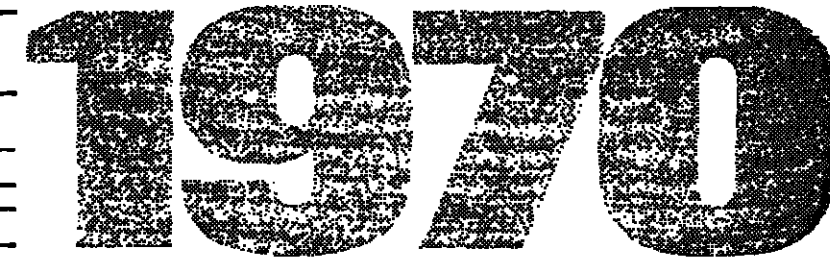
VESTOLEN GmbH

D 466 Gelsenkirchen-Buer

Huls Group				Increase since 1969	
				1970	1969
Group turnover	gross	million DM	1534	1448	% 6.1
	net	million DM	1451	1350	% 8.0
Investments				319	188
Chemische Werke Huls AG					
Turnover	gross	million DM	1349	1283	% 5.4
	net	million DM	1254	1198	% 5.3
Export share				32.5	36.0
Dividend				17.0	17.0
Authorised capital				260	260
Wages, salaries, social contributions				321	263
Depreciation on plant				107	91
Tax returns including equalisation of war burden capital levy				51	117
Employees: Own labour force				15045	14431
Workers of associate companies				3647	2967
Balance on December 31st 1970 (summary)					
ASSETS		million DM	LIABILITIES		million DM
Plant and financial investments		836.1	Authorised capital		260.0
Stocks		110.1	Reserves		252.0
Accounts receivable		290.9	Value adjustments		12.4
Liquid funds including securities		70.4	Provisions		197.2
			Accounts payable and adjustments of accounts		541.7
			Profit balance - dividend		44.2
					1307.5
					1307.5
Jan. 1 - June 30, 1971 Huls Group				net turnover	million DM 748 (+3.8 %)
Chemische Werke Huls AG				net turnover	million DM 628 (+1.0 %)
				capital investments	million DM 107

Profits in 1970 were impaired considerably by increased costs for personnel, raw materials and power - a development which also continued during the first 6 months of 1971. The same applies to the holding companies.

Copies of the English Version of the Company's Annual Report for 1970 are available upon request from HULS (U.K.) Ltd., London S.E.1.



Represented by:  
**huls** (U.K.) Ltd.,  
Eastbury House  
30-34 Albert-Embankment,  
London S.E.1



# AFGHANISTAN

FINANCIAL TIMES SURVEY

## Old loyalties hinder progress

By NEVILLE MAXWELL

A sense of even the recent past is a help in appreciating Afghanistan, and seeing both the immense changes of the past two decades and the looming problems of the 1970s in perspective. To walk through what can now reasonably be called "Downtown Kabul" is to see a tiny but modern city, new buildings pushing back a palisade of mud housing onto the rimming hills. The bazaars look at first glance what they have always been, piles of melons, laden donkeys as static stores of grapes, and everywhere rugs. But among the traditional wares all the appurtenances of the consumer world are also on sale, and the tribesman in the capital on a rare visit may be intent this time on buying a short-wave transistor as well as cloth goods for the village winter.

As late as the middle 1950s Kabul had changed little from the huddle of mud buildings familiar to the doomed British garrison which spent a season there before it suffered massacre in attempting the march back to India in 1839. The first great change came in 1954 with the Soviet offer to pave the roads of the capital, and since then change has been steady and fast. Whole new suburbs of modern villas climb back onto the hills, and if many of these are for the present awaiting tenants the recent pace of expansion should encourage the owners to wait hopefully.

In the centre, a park has replaced the old carpet bazaar: the carpet stalls are now scattered through the city. Offices and, recently, hotels, have sprung up, catering for a shal-low but hitherto booming urban

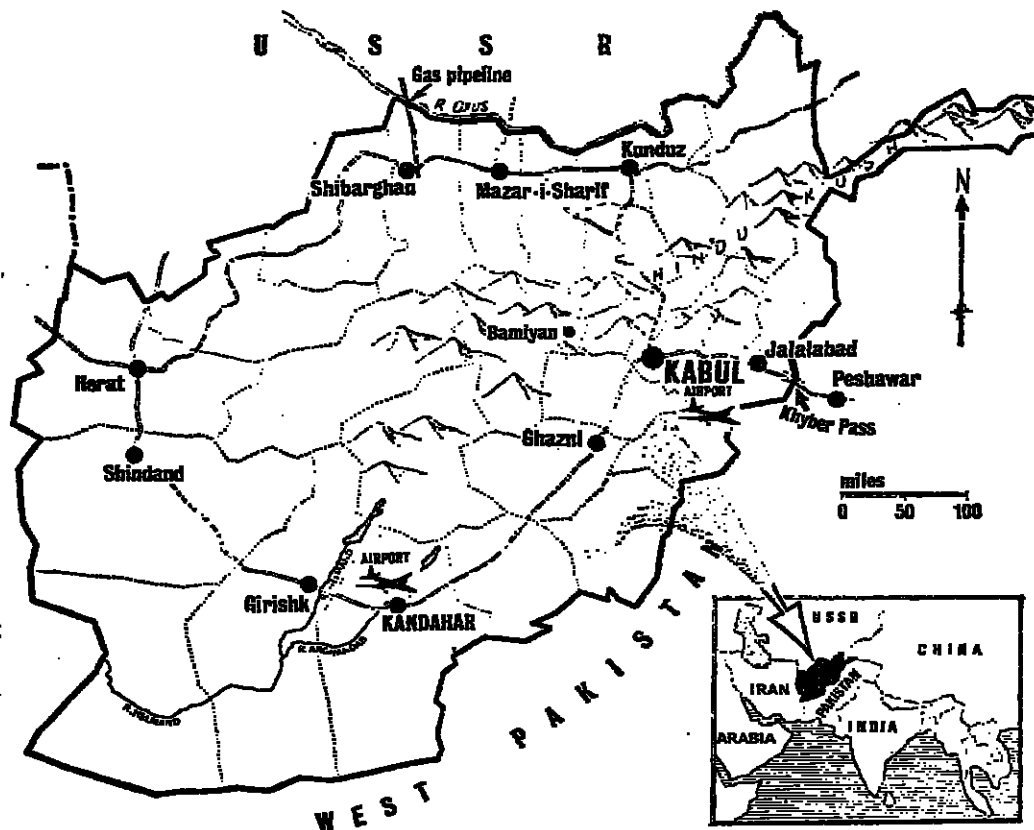


Pashtunistan Square, Kabul.

economy. To drive out of the capital too is to see the strong impact of a decade of development, fine new highways reaching out to most quarters of the country where before only the nomads with their herds or the intrepid with four-wheel-drive vehicles could make their way. Compared with what it was only a decade and a half ago, Afghanistan has made extraordinary progress. But that progress has brought it not to the hypothetical or metaphysical point of "take-off" until lately so much spoken of by the economists, but to the beginning of what promises to be a time of troubles, with the threat of turbulence of a kind the country has not seen since the downfall of King Aman-

ullah nearly fifty years ago.

One aspect of the problem is that development has reached a plateau. The infrastructure construction has been completed, the great new highways built by the Americans and Russians have linked parts of the country previously separated by weeks of trekking, but the end of the construction phase has meant the closing off of opportunities for employment, the upkeep of the roads has now begun to devour painfully onto the local exchequer—and moreover strong doubts have begun to be felt about the country's need for the road network it now has. The highways are much appreciated by tourists, or transcontinental wanderers en route from London



### BASIC STATISTICS

AREA:	250,000 sq. miles
POPULATION:	17.12m.
GNP per capita	£25 (estimate)
CURRENCY:	£1=220 Afghani

### FOREIGN TRADE:

Exports:	£24.3m. (1968-69)
Imports:	£42.1m. (1968-69)
Exports to U.K.:	£ 6.4m. (1970)
Imports from U.K.:	£ 1.7m. (1970)

to Melbourne in their sleeper vans, but for villagers who still have only donkeys or camels to transport their goods, they do not make all that much difference.

### Nil return

A sharper sense of misjudgment, if not of blunder, can be discerned around some of the big irrigation schemes, notably the Helmand Valley project promoted and developed by years of American effort. In almost every regard this has been a disappointment. The 10m. to 12m. population, but been practically nil until now and only the committed see real hopes of its ever paying off

in terms either of agricultural production or power.

While doubts about the wisdom of such development investment sharpen, the bill has still to be met, and debt servicing and repayments have now mounted so high that it is recognised that the new Government might have to impose a moratorium, unless the creditor countries can—perhaps in a consortium—find the means to provide relief.

The opportunities for industrial development are sharply limited in this overwhelmingly agricultural country of perhaps 10m. to 12m. population, but educational opportunities have been greatly widened in the past few years. The literate

labour force has been doubled, the numbers of those with university education have rapidly increased, with no proportional increase in the job openings available to them. The Government has been absorbing as much as possible of the university output in its own offices, but these are now heavily overstaffed, and the ranks of the educated unemployed are likely to grow from now on even faster than before.

The sense of broadened opportunities for the educated and potentially political class which came with the introduction of the new constitution in 1964 has vanished, to be replaced with an intensified frustration. The prime beneficiaries. From com-

corruption of the society has begun to chafe and become a scandal, fuelling potentially explosive political resentments.

The sense of strain evident from the general slowing down of the rapid development pace of the late 1950s and 1960s is being intensified this year by an acute and continuing drought, which has already begun to kill off great numbers of the herds which make up so much of Afghanistan's wealth, and to drive up the price of grain. There are reports already of urban disturbances reflecting the mounting cost of the bread which is a staple of the diet.

### Sharp contrast

The sense of impending crisis which the inquiring visitor to Kabul finds, in sharp contrast to the mood of only three years ago, is intensified by the absence of any effective governance over the past few years. The constitutional Sargasso into which all the brave hopes of the mid-1960s have drifted has worsened the dilemmas of the "soft state" inherent in democratic experiments in such traditional societies as this. Afghanistan stands at the very bottom of the international league so far as taxation incidence is concerned, and there is no sign of the resolution—and royal support—needed to begin laying taxes on the only sector of the economy capable of providing significant new sources of revenue, agriculture.

And yet, for all the gloom tangible now in Kabul, it is also felt that recovery, or anyway a new chance, is not out of reach: in fact that relatively limited initiatives would have a broad and stimulating impact. If, unlike his predecessors, the new Prime Minister Dr. Zahir, could enlist the full and open support of the King—or, perhaps by the riskier course of defying the King, win the support of the Shura, or Parliament—the new Government might be able to break new ground in legislation and taxation.

Any attempts in such directions will certainly have the cordial support of the U.S. and the Soviet Union, Afghanistan's prime benefactors. From competition, these two have moved

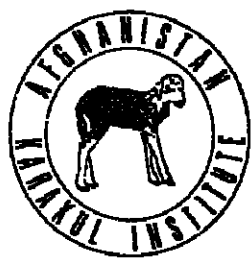
### Great danger

Here, perhaps, lies the greatest long-term danger for Afghanistan. If the heart of nationhood is at bottom an attitude of mind, that is plainly lacking in Afghanistan. Here the roots of loyalty are still tribal, and Afghanistan is more a structure of boundaries—engineered for their own benefits by the 19th century British and Russian empires, than a nation in the cultural, still less the ethnic, sense. By all present signs, South Asia is moving now into a turbulent period from which may emerge a redrawing of national boundaries, and Afghanistan will be lucky not to be drawn into the process in the long run.

The beauty of Afghan Karakul



Natural grey Astrakhan coat by HEINZ MÜLLER of Frankfurt

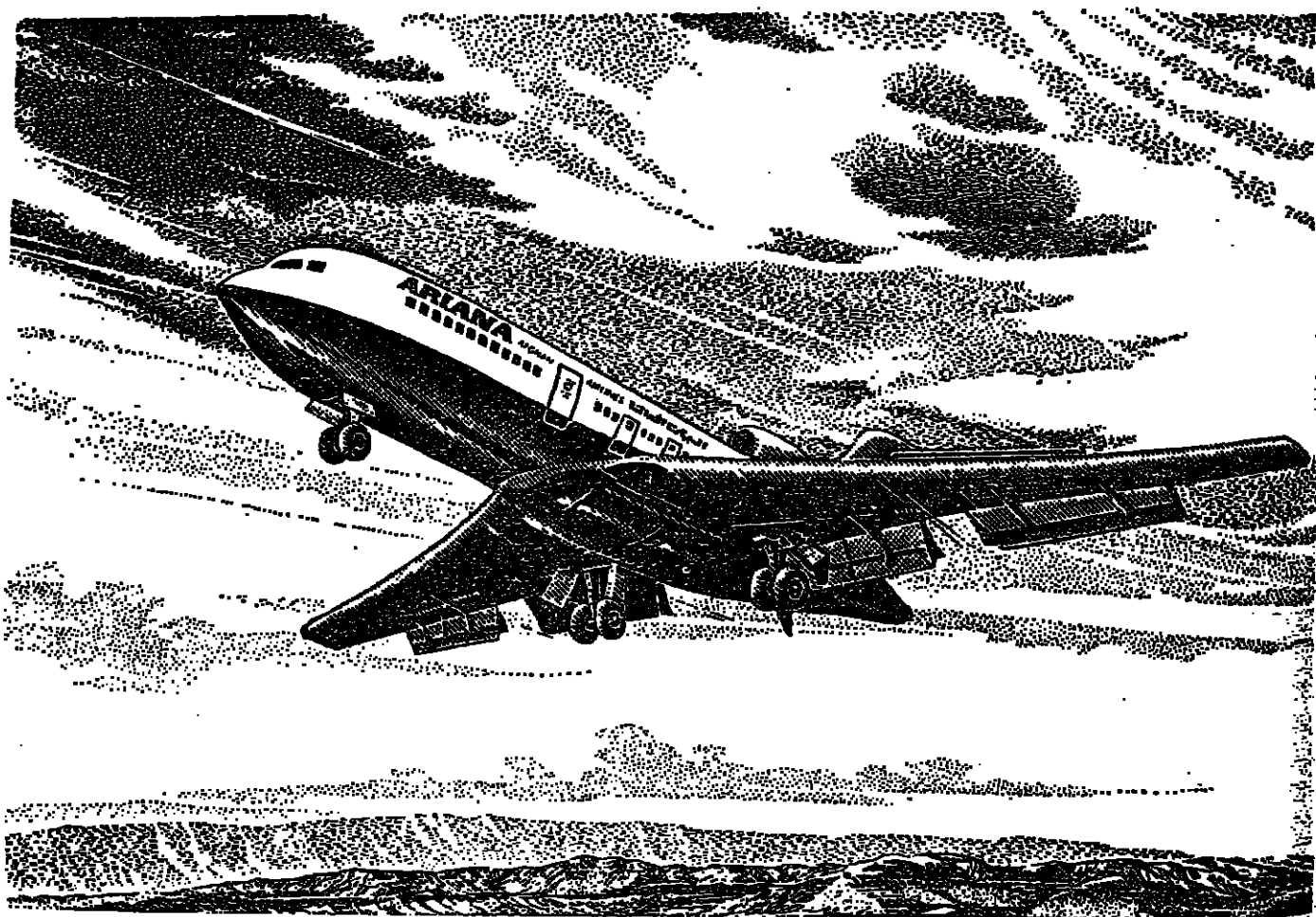


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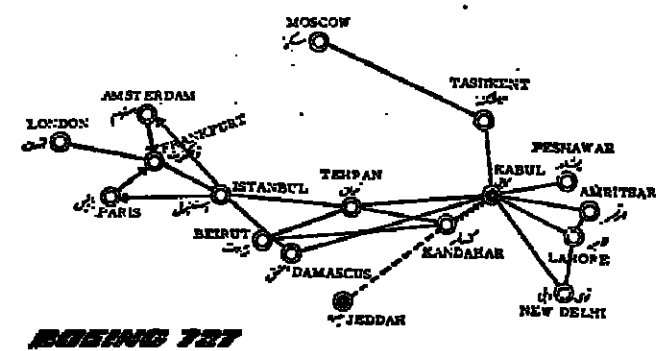
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## AFGHANISTAN II

## Growth prospects remain bleak

by JULIAN BHARIER, Department of Economics, University of Durham

Despite massive injections of foreign financial aid and technical assistance, Afghanistan's economy on the eve of the fourth five-year plan has advanced little over the last 15 years.

An extremely low rate of economic growth over the past 15 years has been barely sufficient to offset the growth of population, and though in the absence of a census both population and GNP estimates are little more than guesses, it appears that average annual income per head has remained in the region of £25. While one starves, many of the people live dangerously close to minimum subsistence level.

Each morning in Kabul and the other large cities unskilled workers loiter on street corners hoping for a day's casual labour for which they will receive the equivalent of about 15 pence, just enough to buy three meals of flat bread, goat's milk, cheese and green tea.

Even highly qualified engineers and administrators, including graduates of foreign universities, are unlikely to earn basic salaries of much more than £10 per month unless they take a second job or can reap unofficial rewards.

Although wages and salaries have remained stable the general price index has risen by about 40 per cent in two years, partly as a result of successive annual budget deficits and partly because rainfall has been unusually low during the past two winters.

At government shops bread is subsidised, while private bakeries have met the rocketing cost of wheat by reducing the weight of each loaf from one pound to eight ounces. Mass demonstrations by different factions against the rising cost of living are almost an everyday sight.

The political situation has undoubtedly had a retarding effect on the economy. The new parliamentary democracy has, in six years, failed to pass a single law which would help to improve the country's economic prospects.

The third plan (1967-71), both in original and revised forms, was never sanctioned by the Parliament because of the provisions it made for increased taxation and for a revision of the archaic and inequitable systems of collecting revenue from land and livestock owners.

Moreover, the Government, through its cumbersome and administratively inadequate Ministries, insists on interfering in every industrial enterprise. Private textile plants are hit particularly hard in this respect. The Government tells them what cotton to buy, from whom to buy it and what price to pay. Since in many cases it is also a major customer of the plants it also tells them what type of textiles to produce.

This is known as Afghanistan's "mixed-guided" policy of economic development.

The Afghan Textile Company, a semi-official institution, on the other hand, acts as if it were a monopoly, completely ignoring massive competition from other domestic plants or from imported or smuggled fabrics. Stocks pile up—some are over two years old—and it appears that the management is insufficiently sensitive to adapt output and designs to the prevailing stock situation.

There is no such thing as market research. The company sets up its own stalls in the bazaar to compete with the knowledgeable and experienced textile merchants and finds that it just cannot sell its products.

The banking sector does not help either. There is, as yet, no industrial development bank, and the commercial banking system does not appear to be over concerned with attracting

deposits. Through a network of overt and hidden relationships each of the three purely domestic banks persuades the others to maintain the xenophobic and stagnant status quo. Bank Millie Afghan, the largest bank, is little more than a holding company, with a basic policy consisting of lending money out of its own reserves to the companies whose shares it holds.

## Useful role

In spite of the difficulties facing new enterprises the Private Investment Law of 1967 has played a useful role in persuading some of the minority groupings in the country to set up plants. By June, 1971, 151 projects had been approved by the Investment Committee and 53 factories had been built and were in operation. Over 3,200 new jobs were created, and this has offset, at least partially, the growing number of urban unemployed.

Inevitably, some of the companies were rashly established. Proper advice was often not available and many faced financial difficulties soon after starting operation. Others, it was later discovered, used the generous tax and duty concessions of the investment law to import final products which were then directly sold in the bazaar. Nevertheless, a slow start has been made.

Apart from these new factories what little change there has been in the structure of the economy has taken place in the infrastructure sectors. The first two five-year plans concentrated on roads, airports and hydro-electric schemes whose pay-off, even if they are successful, is only in the very long term. Yet many are not successful.

The new international airport at Kandahar, for example, has only one international landing each week. Built as a crossroads for European, Soviet and South Asian traffic with South Asia, it was only later realised that none of the major airlines had any immediate intention of using this particular crossroads.

But then this is the sad story of many of Afghanistan's infrastructure projects. Hydro-electric dams with insufficient waterflow to produce the required power; power plants with inadequate transmission lines; irrigation schemes for infertile or rock-strewn lands; new paved highways between places which are still linked by animal transport rather than motor vehicles or for which trade is practically nonexistent.

Urban development has been concentrated almost exclusively

in Kabul, where rural landowners and rich merchants, in whose hands an increasing proportion of the country's wealth is accumulating, have built modern brick and corrugated-iron-roofed houses, mainly with the hope of renting them to foreigners. However, considerable over-investment has taken place, and many of the houses lie vacant.

With little improvement in the system of tax collection, Government revenues have stagnated in recent years. Over 40 per cent of the ordinary budget is inviolable: it is devoted to military and security expenditure, albeit to quell internal insurrections rather than to be used against any external foe.

Apart from civil servants' salaries and substantial foreign debt service, the rest of the meagre budget is divided out among poorly-equipped and inadequately-staffed schools and hospitals, which are fighting losing battles to improve the 5 per cent literacy rate, the spread of annual cholera, influenza and malaria epidemics, and the extremely high rate of infant mortality—over 40 per cent of children die before the age of five.

## Shackles of poverty

The planners and their advisers realise that Afghanistan's last hopes of freeing itself from the shackles of poverty rest with the fourth Five-Year Plan, due to start next March. Already the disillusionment spread by the failure of three previous plans to improve standards of living and the mounting debt service of the funds borrowed for these three plans are adversely affecting the nation's will to develop.

For the new plan a new strategy is being drawn up with much greater emphasis on directly productive investments than before. Further large-scale projects, particularly in the agricultural sector, will probably be postponed, while rural works and extension programmes, including low-cost irrigation schemes and community development activities, will be encouraged.

Prospects for the rapid development of the economy are, however, poor. It will take many decades to pay for the wasted years, and some significant successes to dispel the present aura of frustration which almost perpetual poverty has induced.



The Jangalak factory, Kabul.

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## Exchange rate

At the same time the free market exchange rate, which is accepted rather than controlled by the monetary authorities, has depreciated from \$1 U.S. = 75 afghanis to \$1 U.S. = 90 afghanis. However, because of the complicated system of multiple exchange rates in existence, this has not freed the country's balance of payments from difficulties. Afghan exports have failed to keep pace with the demands for imported products and the balance of payments shows a chronic deficit which can only be met by foreign aid or emergency drawings from the International Monetary Fund.

## Political system still unsatisfactory

By NEVILLE MAXWELL

Like verbal Muzak, the sound of Afghanistan's new but already faltering democracy filled the air through most of July. Through loudspeakers at Kabul airport and other public places, on taxi radios and the ubiquitous transistor portables, the voices of the country's legislators droned on, day after day, week after week. A new Government having submitted its platform and Cabinet for approval the Wolesi Jirga (lower house of the Shura, or Parliament) was exacting its toll of air-time to rebuke the previous Government, admonish the next, and vent opinions on subjects of concern to themselves or their constituents.

That the proposed Government of Dr. Zahir would duly get its vote of confidence was never in doubt, but the long-drawn out process by which this was achieved was an ominous indication that in its relations with the legislature the new Government would be no different from its four predecessors under the present constitution.

This constitution was promulgated in 1964, after it had been ratified, clause by clause, by a special assembly of tribal and urban leaders, the Loe Jirga. It sought to carry Afghanistan from its accustomed forms of monarchical autocracy into the promised land of parliamentary democracy, with King Muhammad Zahir stepping back from absolutism into the wings as a constitutional monarch. In the mid-1960s it all looked very promising, the confident enthusiasm of the Afghan intelligentsia to whom the King had entrusted the task of drawing up a constitution was contagious. But if three years ago one could write that Afghanistan's experiment in constitutional democracy had run into a difficult phase, now it has begun to appear that the difficulties are chronic, even perhaps congenital and there is reason to suspect that they may be incurable.

## Legislative arm

On the surface, Afghanistan's political malaise can be seen as a bad case of that derangement of powers in which the legislative arm encroaches on and ultimately paralyses the executive. The Constitution provides for an almost complete separation of the executive and legislative arms, and the potential for executive / legislative polarity inherent in this

arrangement is intensified by the fact that at present Afghanistan has no political parties. In consequence, the Government must find ad hoc support for every measure it puts forward, and there can be no expectation reflecting a standing Government majority, that its programmes can be implemented. In these circumstances, the legislature as a whole has tended to become the opposition, obstructing Government proposals on principle, while sometimes the Government has simply refused to execute measures passed by the Shura.

but that it has not had enough. The paradox focuses on the role of the King himself, and the nub of this diagnosis, often explicitly critical of the King, is that he himself has crippled the experiment he launched.

In its milder formulation, the diagnosis is that the King has been over-cautious in two ways. First, submitting the Bill which will legalise political parties to a prolonged debate has deprived the parliamentary system of the essential fuel and lubricant it requires. It is plain that the introduction of a party system will bring fresh

ment measures, the Shura would be almost bound to pass them as the loyalist spirit is still strong there. On the contrary, although of course every government so far formed has been of King's men (the King nominates the Prime Minister), the King, so far from supporting Government, has left it to battle alone against the hostile legislature, and all too often sacrificed his Prime Ministers to the legislature at the point of collision. The Government of Mr. Esmatullah fell this spring because the Prime Minister refused to surrender to total legislative nomination, and the King lifted no finger to save him.

## Bitter hindsight

It was a key point of the constitution that no member of the Royal Family was to hold Government office, or stand for election and this was seen as the demonstration of the King's sincerity. But there are those in Kabul's political circles now who, with bitter hindsight, see that article as aimed deliberately at excluding Sardar Daoud, for the benefit of the King rather than of the country, and who point out that the Royal Family has been able to confirm its social power in the past few years, and who see royal fingers in every lucrative commercial and industrial pie in Afghanistan.

In short, it is the King, rather than any inherent flaws in the system, who is beginning to be blamed for its evident failures. This analysis in all probability goes too far in ascribing ulterior motives to the King, but that since the original initiative the King's attitude has been a dead hand on the system cannot be denied. Like his predecessors, Dr. Zahir, the new Prime Minister, is a King's man, of course, but there are those in Kabul who believe that the only hope for the system—short of a change in the King's approach—is that Dr. Zahir and his colleagues will embark on their own confrontation with the King. There could be no better place to start than by making his support for the speedy passing of the Political Parties Act a matter upon which the Government would immediately resign.

Short of some such drastic change of course, Afghanistan's embryonic parliamentary forms seem bound to sputter on into irrelevance, until they are violently discarded.



Nomads in the desert.

The achievement of a quorum has become almost a rarity, and even budgets have been passed tardily, long after the due date.

The result of this has been that five years of experimental democracy have left a sense of stagnation and frustration against which the previous decade, under the effective but stifling and repressively autocratic prime ministership of the King's cousin Sardar Daoud, has begun to look nostalgically attractive. The growing feeling might be summed up as "Better one-man government than many men's non-government."

If that view is to be heard at large, those who have studied Afghanistan's democratic experiment closely, whether as practitioners or as diplomatic observers, are more likely to put forward a different diagnosis, not that the country has had too much of democracy,

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	Afghanis
Paid in Capital .....	500,000,000
Undistributed Surplus .....	322,000,000
Total Assets .....	1,800,000,000
(Resources)	
Total Deposits .....	\$30,000,000
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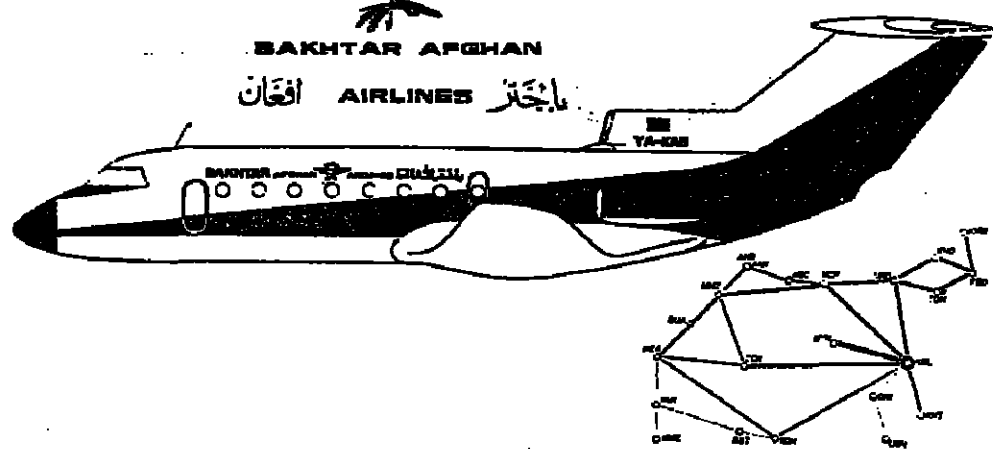
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AFGHANISTAN III  
New finance badly needed

By JULIAN BHARIER

Afghanistan is likely to ask its major creditors for a moratorium on foreign debt service payments for the period of the Fourth Plan. At the same time the country is seeking new sources of grants and soft loans to meet development expenditures over the next five years.

The sorry state of the external account can be starkly illustrated by the fact that annual debt service payments now amount to 30 per cent. of export earnings and, unless a moratorium is held, will rise to 40 per cent. over the next five years.

Optimists in the Ministry of Planning like to add a rider that if one excludes the Russian debt on the grounds that it is self-liquidating because of sales of Afghan natural gas to the Soviet Union, the debt service ratio is only 16 per cent. But pessimists look at recent reports on the lowering of gas pressure in the Shiberghan gas fields and have already approached the 16-member Gosplan team now in Kabul with proposals for a rescheduling of debt payments.

The Russians are almost cer-

tain to agree to this. Of the total outstanding debt last year of \$475m., 75 per cent. was to the Soviet Union, which is unlikely to want to put heavy pressure on Afghanistan. Russia will not have forgotten that the three-year moratorium granted from 1965-67 reaped considerable political advantage in the country. And the Americans, to whom a large proportion of the remaining debt is owed, will have to follow suit.

## Aid figure

Over the last decade about \$650m. has been received in foreign loans and grants, plus about \$20m. each year in technical assistance. If the population is taken as 10m.—much lower than the official estimate of 18m. but certainly nearer the true mark—this gives an aid figure of about \$65 per person per year, high by international standards but still apparently insufficient to raise standards of living.

It must be noted, however, that the aid donors themselves have been less interested in real economic development than in large, identifiable and politically prestigious projects, and

that, with a few notable but powerless exceptions, foreign experts have been of a generally low standard.

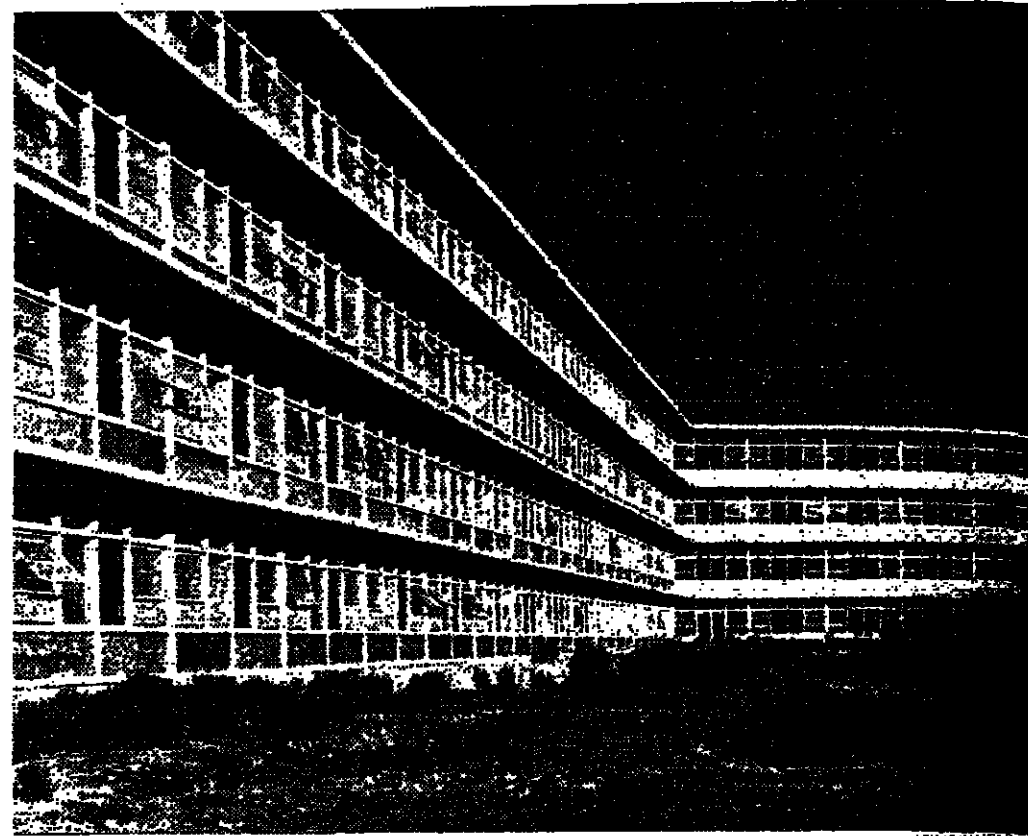
With little or no domestic resources to spare for future development, Afghanistan must still look abroad for funds. The Americans and Russians are committed to further aid and China, Czechoslovakia, Germany and Japan may also give more than they have previously given.

But the country now pins its real hopes on the international organisations.

The World Bank, which has a resident representative in Kabul, but has only made three small loans so far, is likely to step up assistance to about \$15-20m. each year over the next five years. The Asian Development Bank has given its first loan to Afghanistan and will soon give more. And the various United Nations agencies have promised a higher level of assistance.

Foreign aid is, of course, only a palliative for the balance of payments. The real problem is to get a closer relationship between visible and invisible imports and exports.

While the value of Afghan-



Kabul University.

project imports has been increasing at 3.5 per cent. per year over the Third Plan period, exports (excluding natural gas) have increased at only 2.8 per cent. The difference is much higher when smuggled goods, development project imports and the undervaluation of imports is taken into account.

Losses of revenue to the Government from smuggling are substantial. An estimated 1m. live animals are smuggled into Iran each year, while the

smuggled traffic across the Pakistan border, including an annual estimated 500,000 karakul pelts for shipment to Europe and the United States, is probably greater than the registered traffic. Furthermore, importing merchants are now expert at lowering declared values to avoid payment of customs duty.

The future of the export trade is not bright. During the past five years 77 per cent. of exports consisted of primary products, with karakul skins, raw cotton, fruit and wool being the major items.

The world market for karakul is not expanding rapidly and competition is vigorous from South West Africa and the Soviet Union. Afghanistan will be fortunate to keep its present share of the market in the coming years, particularly as there is now a growing tendency of Afghan sheep-owners to produce lambs for meat rather than karakul as domestic meat prices rise.

A similar situation applies to cotton. Farmers are shifting from cotton into wheat as wheat prices soar in the urban centres of population.

Dried and fresh fruits are, perhaps, the greatest potential exchange earners at present, despite the decimation of the harvest during the past two years owing to adverse climatic conditions. Even so, packing and transport facilities must be vastly improved if recent rates of increase are to be maintained.

One of the aims of the Private Investment Law was to encourage import substitution. In this it was successful to the extent that some textile and

vegetable oil plants were established. For the rest, however, based on an assembly system with few plans for backward or forward-linked industries. Thus they have saved little foreign exchange.

On the side of invisible trade Afghanistan hopes to build up its tourist industry. The Government feels that by excluding private enterprise as much as possible and concentrating resources on the state-owned Afghan Tourist Organisation it will be able to cater for an increasing number of foreign visitors.

## Over the odds

The Afghan Tourist Organisation, however, charges twice or three times as much for its taxis and tours compared with perfectly adequate local taxis and it charges well over the odds for food. (The price of a pot of Afghantour tea is 11 times the price in a teahouse!).

Expenditure by tourists rose from \$2m. in 1967 to \$7m. last year, but it is felt that it is likely that this may fall off shortly. Major hotels, at the moment are only 40 per cent. filled at peak times.

A detailed study of the balance of payments is made extremely difficult by the fact that payments in convertible currencies and in bilateral accounts are made through two separate exchange markets, each with its own multiple rate structure. It is certain, however, that a final cure for the chronic exchange difficulties cannot be expected in the foreseeable future.

## Lowering the horizons for agriculture

By a Correspondent

Afghanistan's agricultural planners have suddenly turned with great interest and hope to the unheralded success of an eight-year-old German project in Pakia province. Many now regard it as the prototype of future development schemes for the country's stagnant agricultural sector, and the beginning of a gradual movement away from large-scale capital-intensive irrigation works.

The Pakia project has four important features. It relies on extension workers to instill in farmers methods of increasing productivity; it uses very little capital equipment; it ensures that the foreign advisers work in the fields rather than behind office desks; and it is independent of the Government's cumbersome control mechanisms.

About 40 German advisers and peace corps volunteers train local extension workers, encourage the construction of small dams and simple flood control structures—about 90 dams have been built so far and a further 3,000 are planned for the next three years—and distribute wheat as payment for rural community development works.



The country near Kabul, as seen from the Summer Palace.

The results have been impressive. Pakia province was one of the poorest in the country, but now farmers' incomes are rising relative to those in other provinces. The shortages of advisory and counterpart personnel, and gross underestimation of costs.

Many of these difficulties are gradually being overcome, but each year seems to bring new ones. This year, after the introduction of Mexipak and similar new, high-yielding varieties of wheat on about 10 per cent. of the water-command area, the problem is birds.

## Migratory flows

In previous years the annual migratory flows of birds used to hit the Helmand area before and after the domestic strains of wheat were ripe, and could cause little damage. Now, with the new strains ripening faster the birds arrive to find an unexpectedly pleasant meal awaiting them. About 90 per cent. of the new wheat crop has been lost, the bird population has been strengthened and many farmers have vowed to return to traditional wheat varieties next year.

But if Helmand is the millstone around the neck of the Americans, the Nangahar Valley is the problem child of the Russians. After joining this project they found that the land was inundated with rocks and that the topsoil was poor. Consequently, at enormous cost, they have had to transport topsoil into the area from nearby river beds.

Both Helmand and Nangahar were originally seen as the saviours of the agricultural sector. Now it is only a matter of international rivalry and prestige which keeps the Americans and Russians at their thankless tasks.

The Government keeps a tight rein on all agricultural activities at the national, provincial and village levels. It attempts to control sales, prices and marketing margins of most products and inputs. However, because of bureaucratic delays this has caused considerable frustration to farmers. A leading expert on Afghan agriculture considers non-interference by the Government to be of top priority for the achievement of the Fourth Plan agricultural targets.

One nettle that neither the Afghan Government nor its

foreign advisers seem prepared to grasp is the problem of land tenure. Indeed, it appears that some of the improvements that have been made (in parts of Helmand, for example) have served only to line the pockets of already rich land owners in the area.

The average size of farm holding over the country is 3.5 hectares, with 85 per cent. of the total number of holdings being under 4.0 hectares. A considerable proportion of these holdings, particularly in the more fertile areas, are worked by tenants who have little incentive to make improvements or by owner-operators who have little surplus income to finance them. No serious thought has been given to the possibility of land reform.

Credit facilities for farmers are in an elementary stage. But the Agricultural Development Bank, which until recently did little to deserve its name, has recently received a boosting loan from the World Bank and may now start to play a more important role.

## Local level

Also under way is a project named PACC (Project Assistance for Credit and Co-operatives in Afghanistan) which, on a small scale so far, attempts to integrate agricultural development at the local level. This, too, is likely to be extended if personnel are available.

Little, however, is likely to be done for the improvement of livestock production. Many of the larger livestock owners (particularly sheep herders) are proudly independent and nomadic tribesmen who are almost beyond the influence of the planners. And, in any case, unusually heavy livestock losses during the past two years of drought will take many years to make up.

With agriculture accounting for over half the gross domestic product and employing about 80 per cent. of the working population, it is clear that progress in the economy as a whole rests on improvements in crop production. But such progress will not be achieved unless the Government accepts that it must forgo prestigious projects, encourage rather than restrict, small-scale irrigation and extension schemes, and interfere less in the daily lives of farmers.

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The Financial Times Tuesday August 17 1971

## AFGHANISTAN IV



Above left: Digging an underground water channel, or qanat.



Right: Highly decorated modern trucks on the road between Kabul and Kandahar.

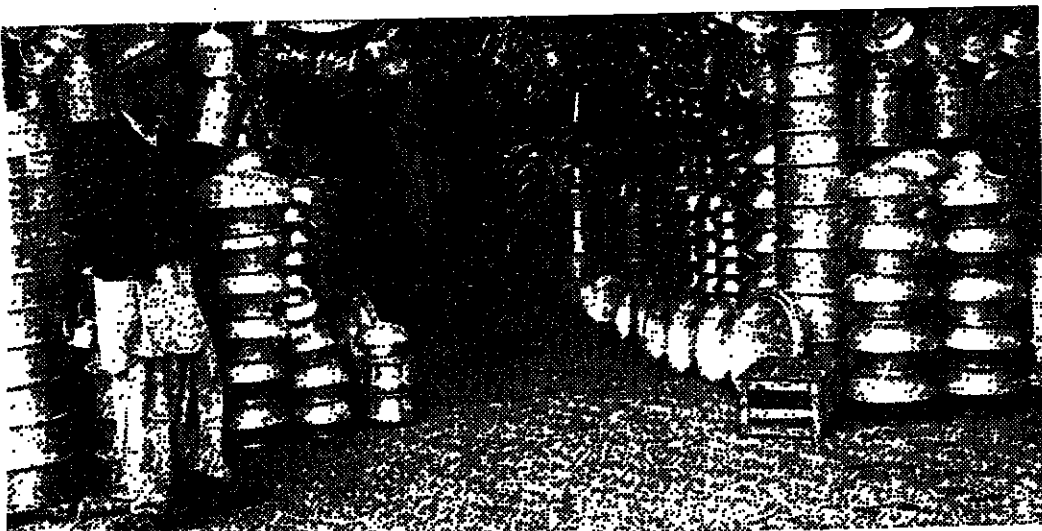
## Rich side-stream of tourists

By NEVILLE MAXWELL

Always a crossroad, Afghanistan has never been a busier one than it is now. To-day's Golden Hordes are less numerous than Genghis Khan's, but more regu- lar in their visitations, less destructive, but by no means without their destabilising im- pact on the still highly conser- vative Afghan society, perhap as irresistible, but anywa- welcomed, even courted. The number of tourists visiting Afghanistan increased tenfold in the 1960s, to reach 45,000 in 1968, and since then has trebled again, so that the number this year is expected to fall not far short of 150,000.

### Few restrictions

Nearly half of these come from Pakistan, for the shopping —there are few restrictions on imports into Afghanistan—and to see Indian films, banned in their own country. The remainder come from far and wide, with Britain and the U.S. pro- viding the biggest contingent and the Europeans next in line of march. Afghanistan is not on one of the world's main tourist routes (and the white- elephant airport at Kandahar is a monument to lost hopes in that regard) but it has succeeded in attracting a lucrative side- stream of traffic. Last year, according to the Afghan Tourist Bureau's calculations, tourists spent some \$8m. in the country. A substantial proportion of the visitors come on the over- land route, many travelling by car, caravan or sleeper-van,



Hardware stall in the centre of Kabul.

from the Antipodes, and others, in fact passing through like any other tourist. Kabul is still the main attrac- tion, and the great number of hotels sprung up in the past few years testifies to the profit- ability of the trade. They range from the luxurious—and ex- tremely expensive—Interconti- nental, perched on a breezy hill a few miles from and dramatically overlooking the city, to cheap, and sometimes sleazy, guest-houses converted from private dwellings in and near the bazaar quarter of the old city. But, apart from the impact of the city itself, and its poly- glot and infinitely various popu- lation, the main tourist attrac- tions of Afghanistan are distant from the capital, notably the

magnificent Bamiyan Valley, with its huge Buddha figures cut into the cliff-face. In spite of the immense improvement brought to Afghanistan's roads, this is still a six-hour drive from Kabul, but in the past few years an internal air-line has been started, flying Canadian or Russian aircraft taking a dozen passengers. On these the more hurried tourist can see the Bamiyan Valley and return to Kabul the same day. A new hotel is planned at Bamiyan but the present arrangements must be more attractive to many. The Tourist Bureau has set up a sort of cabin camp, using the yurts, or felt tents of the Mongols, as suites for visitors, and achieved a high level of comfort which is still a far cry from the homogenised appeal of most modern hotels. There are windows in these yurts, and bathrooms attached, and other refinements unknown to the Mongols and other nomads who still use them, but the essential form is retained.

### Popular route

Another popular tourist route inside Afghanistan follows the highway Russians built through the Hindu Kush, pierced near the crest of the Salang Pass with a tunnel, and then descending to the valley of the Oxus beyond. Those with more time, and stronger vehicles, can get per- mission to travel the Wakhan Strip, that elongated peninsula of Afghan territory drawn out by the British and Russians in the late 19th century to keep their own frontiers apart, which is an area of wildly beautiful country of much interest both to archaeologists and ethnologists. Afghanistan is no longer with- out the usual, and often trite, recourses for the tourist—there are swimming pools (bikinis where only a few years ago a woman might be stoned for not wearing a burqa), and even night clubs; one of these, a hideous construction, by Disney Land out of Sunset Strip, is just being completed right opposite Kabul's main mosque, the protests of the mullahs being overridden. But the country's real charm lies quite elsewhere, in its harsh and tawny hills, and the brilliant valleys that inter- sect them, glistening with rivulets, in its people, and in the monuments and remains of the other peoples who have passed this way. It is these that will, it seems, keep the numbers of tourists making a stop here in- creasing steadily for some time to come, to the marked benefit of the country's strained exchequer, and of the tradi- tional handicraft industries, producing such goods as sheep- skin coats, which have been quickened and nourished in the past few years.

## New success in karakul trade

By IVY M. SHARP, Fur Market Correspondent

The Afghan karakul (Persian- lamb) plays a very important part in London's fur auctions. Each year some 1.7m. skins are sold under the hammer to buyers from all the fur-consuming countries of the world. To- day's Afghan skins are well- presented and meet the stringent, but volatile, demands of the fashion industry, as far as colour and curl are con- cerned, and have the general appearance of being a sophisticated commodity for a sophisticated society. They also contribute more than \$15m. hard currency to the Afghan exchequer. In fact, so important is the karakul to the Afghan economy that in 1968, the Government issued a new postage stamp bearing a picture of the karakul lamb.

It is estimated that roughly a third of Afghanistan's 17m. people are nomads whose time is spent harvesting sparse crops in the occasional fertile valley and culling Karakul lambs that graze on the hillsides. Karakul played a relatively important part even in the early days of developing trade after Afghanistan became indepen- dent in 1918. Ill-assorted, badly handled, extremely small pelts filtered through to the consumer markets via Karachi. They were mostly tight curled black skins and their attraction was very limited. For half a century the quality of the merchandise changed little, although by 1965 the Hudson's Bay Company was offering these skins by auction. After the initial interest, the response was discouraging and

gradually demand dropped—as did the prices obtained for the pelts. Then in July, 1966, the Afghan Karakul Institute came into existence and from that point onwards, the Afghan Karakul's star has been in the ascendency. A new sorting station outside Kabul was put up, financed by the Institute itself and situated near the new airport: dust-removing machi- nery was installed, along with other modern items of equip- ment; the shepherds were taught scientific breeding, so that their produce met the world's requirements and gradually the Eastern bazaar attitude to marketing was re- placed by modern trading methods. In consequence, nearly 70 per cent. of the crop is grey coloured and the balance is black. Instead of the reverse situation. Furthermore the crop now includes more than 100,000 fine chaqnaqi curl, when pre- viously only negligible quanti- ties of this type were produced. These changes alone have earned over \$4m. extra income for Afghanistan during the past two seasons.

### Water shortage

In the past, the skins were washed in pools of stagnant water, the mud getting thicker as the leather of up to 1m. was scraped in it, for in Afghanistan water is at a pre- mium. The skins were then taken by donkey to quassins, the centres where they were cured.

Quassy is a meal, salt and water mixture prepared in a camel hide into which batches of 50 Karakul skins are immersed for a day and a-half, the consistency varying accord- ing to the mood of the minder. They are eventually laid out in the sun, stretched into a reasonable shape and left to dry, prior to being wrapped in goatskins and shipped to the Hudson's Bay Company either in London or New York. In the not too distant past it could take several months for the skins to reach one of these points of sale as they were transported via truck to Russia, train to Leningrad and by sea to London and the U.S. This meant that pelts could be up to a year old before they were marketed.

To-day, the skins are scientifically sorted and air- freighted to their destination, the whole operation taking as many days as previously it had taken months. In the last stages of the five- year plan, a curing station in Mazar-i-Sharif, established by the Afghan Karakul Institute, is being built with its own artesian well, laboratory and offices. This is expected to be operational next year. Add to this, modern ranching and pasture developments, an increasing range of natural coloured Karakul pelts brought about by a knowledge of genetics and selective breeding and you have the answer for the Afghan Karakul's success.

## AFGHANISTAN



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## The Executive's World

EDITED BY  
DAVID PALMER

GRAND METROPOLITAN HOTELS

## Max Joseph's management by remote control

BY DAVID PALMER, MANAGEMENT EDITOR

"I WORK on intuition and my own personal judgment. That's worth more than any calculation that can be made in any scientific way." Thus Mr. Maxwell Joseph, dismissing any thought of justifying in financial terms the increase in his assessment of the value of Trumans from £34m. to £48m. in five weeks.

It is 45 years since Max Joseph took his first job in an estate agency for 30 shillings a week. It is 26 years since he left the army as a lance-corporal at the end of the war. In those years, Max Joseph's "intuition and personal judgment" has brought him a huge fortune, and made him into one of the most successful and respected businessmen in Britain, with personal shareholdings in the half-dozen public companies under his wing worth over £16m.

There is one consistent strain running through the career of Max Joseph. He always does what the professionals say he should not do. And so far, he has always come out on top. He was one of that select band of post-war entrepreneurs who made a fortune in the property development jungle. He was one of the first to see the potential in hotel development. He bought the Curzon House Club in 1964, when casinos were places to be seen in but not owned. In July 1969, at almost exactly the moment when the great conglomerate collapse had begun in America and Jim Slater was busy transforming himself into a merchant bank, Max Joseph went off on a buying spree that took Grand Met's sales from £30m. to £230m. in 12 months, and raised its profits from £13.8m. to £18.1m. and a forecast £18m. this year. So favourable were the terms on which he took over Express Dairy, Berni Inns and Mecca that they had the effect of raising Grand Met's earnings per share by nearly 30 per cent. last year.

Each of these major acquisitions has been greeted by the professionals in the same way. What on earth, they have asked, is Max Joseph up to now? There was that Express Dairy bid, which started Grand Met's conglomerate ball rolling. The City looked on him as the man who was to prove to a traditional industry that it is under-utilising its assets (the model here is the Express Dairy takeover). Within Grand Met, everybody has their own idea of where he might be sold—in supermarkets, off the back of Express Dairy milk vans. And their eyes are cocked cautiously towards the busy research of the Erroll

Berni share price had fallen from 133p to 61p in a year. The City's reaction to the Mecca bid was to knock nearly 10 per cent. off the GMH share price in a single day. Now, in the space of a month, we have seen Max Joseph dancing a most obscure form of pas de deux with Cunard. And we have seen him breaking what had hitherto been one of his cardinal rules—don't get involved in competitive bid situations. So here we go again. What is Max Joseph up to now? Is he once again two jumps ahead of us? Or has he at last fallen victim to the conglomerator's most fatal disease—I-can-do-anythingitis? The City has taken its usual cautious view of the situation. It has knocked 10 per cent. off the Grand Met share price since the end of June.

## Hotel market too crowded

In one important respect, Joseph is playing the game he has always played—running against the market. "Everybody is trying to jump on the bandwagon of building and buying hotels, including property developers," he says. For his liking, the market is getting altogether too crowded. "We think London will be over-bottled in the next few years, and it's extremely difficult to make money in other parts of the world." Hence Grand Met's diversification programme.

But what's all this about a brewery worth 28 times next year's forecast earnings? "I think there's great scope in the brewing industry," says Joseph. "Pubs and catering have always been part of our business." Of the 1,026 Trumans pubs, about 180 are managed by Trumans, but the rest could be brought into the Berni Inns-Chief and Brewer net of stakehouse-pubs. Then there is that new Trumans brewery at Stepney. The Stepney brewery will have roughly double the capacity of Trumans' existing outlets. That gives Grand Met, just the kind of opportunity that Max Joseph loves—a move to a traditional industry that it is under-utilising its assets (the model here is the Express Dairy takeover). Within Grand Met, everybody has their own idea of where he might be sold—in supermarkets, off the back of Express Dairy milk vans. And their eyes are cocked cautiously towards the busy research of the Erroll

committee on licensing law reform. Add to this growth potential a large property content in Trumans, and a vigorous new management that has gone a long way towards revitalising the company in the past year, and you have all the ingredients of a classic Max Joseph bid.

GMH has been stalking Trumans for some time. It wanted a brewery, and this was the only one that fitted the bill. But there are no detailed breakdowns of Trumans' assets—pub by pub and property by property—doing the rounds at Grand Met at the moment. Nor are there detailed plans of what to do with the company. That's not the way Max Joseph does things. "When I'm buying a business, I first of all look at the people I'm buying from, second at the balance sheet, and then at the prospects of the company." It took Joseph just 24 hours to decide to accept control of Express Dairy. He handled most of the negotiations for Berni and Mecca himself.

"I'm not going to pretend I would not like to control a much larger company than I control now. I think I could manage it with the five or six key staff I have." Here we come to the most extraordinary feature of the Max Joseph empire. Joseph is in effective control of a wide range of companies and interests, and apparently hell-bent on turning Grand Met into a giant holding company for the leisure industries. But he is not the slightest bit interested in management, or in the boring day-to-day detail of administration. He works a four-hour day, and takes no work away at week-ends. "I think it's terribly important as chairman of a company with so many different interests to be able to sit back and think about things, and not do any actual paperwork." The only executive work he does is on one or two favourite hotels because "it amuses me."

"Essentially, Max Joseph is a dealer. Once he's done a deal, the extent to which he is seriously interested in making it work is very limited." Two of Joseph's fellow Board members summed him up in almost identical words. (Max Joseph does not like the description. He says dealers buy and sell; he only buys.)

For every 20 companies Joseph is offered, he only buys one. "We don't take over companies without management," he says. And once he has taken them over, he leaves the management

very much to itself. Even Eric Roberts, who bitterly fought the GMH takeover of Express Dairy, is still running the company.

And he—like Eric Morley at Mecca, Eric Williamson at Berni, Alan da Costa at Empire Catering, like the management operating authority to trusted Robert Fraser and Curzon House—is left very much on his own. At Grand Met, he is almost un- Joseph has an office away from known to the general public. The Grand Met head office, he spends "about two hours a week" running through the weekly figures from all the branches of his various com-

panies. His style is management by remote control, his method is delegation of all operating authority to trusted subsidiaries. The two most important men at Grand Met are almost un- Joseph has an office away from known to the general public. The Grand Met head office, he spends "about two hours a week" running through the weekly figures from all the branches of his various com-

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MAXWELL JOSEPH, Age 61



STANLEY GRINSTEAD Age 47



ERNEST SHARP Age 40

Eric Bernard Age 39 24 UK Hotels	Graham Lewis Age 51 Industrial Catering	Eric Morley Age 52 Mecca (£5.5m)	Eric Williamson Age 48 Berni Inns (£2.3m)
11 Foreign Hotels	Alan da Costa Age 46 Popular Catering (£6.3m)	Eric Roberts Age 63 Express Dairy (£4.7m)	

NOTE: The figures in brackets are for pre-tax profit in the year to Sept. 1970. The Mecca profit is for calendar 1970. The Berni Inns figure excludes Chef and Brewer. Mecca, Berni and Express Dairy figures exclude interest on loan stock issued in mergers.

15 years, Sharp for 10, and they have been in effective joint control of Grand Met. since 1964. "I'm paying my joint managing directors to think the way I think. They have become just as expansion minded as I have," says Joseph.

Out in the Grand Met subsidiary companies, head office runs under the name of a twin-headed animal called "Sharp'n Grinstead" or "Grinstead'n Sharp," depending on which one that particular executive usually reports to. Both are quick-thinking, intense, serious men who work long hours at their jobs. Neither went to university, very few Grand Met Board members did. If one is not there, the other simply steps into his place.

"We govern by exception," says Grinstead. And because there are so few exceptions, there is very little government. "We seek to create an atmosphere in which the divisions can unlock their growth potential... our policy is to push the responsibility down." Sharp and Grinstead won their Grand Met status building up the company's hotels in London's West End. Now, they hover over the Grand Met colossus, picking up a new hotel here, a new restaurant there, checking the figures in merger situations, meeting Max Joseph for informal chats about once a week, and carefully vetting the weekly operating figures. If you are manager of a subsidiary, you do not hear from the awesome twosome until or unless something goes wrong. But if your business started to go seriously awry, that would be the time to start looking for another job.

This management by remote control is to some extent dictated by the kind of business and the kind of businessman Max Joseph takes over. The pattern of Joseph's take-overs reflects a consistent philosophy. Berni, Express Dairy and Bateman Catering were all controlled by their founding families, although when Joseph took them over, they were (and still are) being run by non-family professional managers. Trumans is in much the same position. Alan da Costa was the owner-founder of Empire Catering. And Eric Morley has for some time had a strong hand in guiding the fortunes of Mecca.

If you're going to take over successful businesses, run by men who believe in their own ability to make a success of things, then you cannot expect them willingly to accept their orders from head office. Here, just to give you a flavour of the attitude of one

divisional head, is the ever-quotable Eric Morley on himself: "I'm like a Montgomery or a Patton. I want to get out and make the money. The entertainment business is very much a business of entrepreneurs and personalities."

The Joseph system of management stands or falls on a pair of twin pillars—Max Joseph's judgment of business opportunity and Max Joseph's judgment of people. His judgment of the first has usually been spot on—Bertram Mills Circus and his wine and spirits interests are among the few industries that he has got into and out of again in the 1960s. His principal failures have been where he has made a mistake with people. "When we took over Robert Fraser (Joseph's merchant banking company, which went through a bad patch in the mid-60s) there was very poor management indeed." It took time to get the right new people. "There were a lot of mistakes. I've now got an entirely new set-up and we're making progress." In 1969, Joseph found himself on the receiving end of the State Building Society collapse—"an error of judgment over a man's character."

## The dangers of size

How far can Grand Met's diversification away from hotels go? And for how long can it go on succeeding as well as it has in the past two years? It really depends on how durable Max Joseph's system of management proves to be. Sharp and Grinstead have still to face a serious managerial test. It looked at one point as if they were going to give one with Cunard, but Trafalgar House has taken that chance away from them. "Everything I've done in Cunard seems to have misfired," says Joseph ruefully. If Max Joseph takes over, the pattern of Joseph's take-overs reflects a large, badly managed company, management by remote control may not prove capable of turning it around.

The second potential stumbling block is that of sheer size. The larger a company gets, the less susceptible it is to the kind of entrepreneurial flair that has built up Grand Met, and which Joseph has allowed to flourish in every one of his companies. The Trumans bid is breaking all kinds of new ground for Grand Met—earnings per share will be diluted rather than increased; Joseph has been offering to pay through the nose for it. But it is easy to see it fitting into the Grand Met family with a minimum of strain. The Cunard bid was a quite different story. Perhaps it was just as well that it never got off the ground.

## Pensions for entrepreneurs

BY DRYDEN GILLING-SMITH

THE 1971 Finance Act can be heartily recommended as holiday reading for all entrepreneurs who want to keep (from the taxman) some of the money they slog away earning for the rest of the year.

Two sections of the Act, 20 and 21, are concerned with pensions but I intend in this article to comment only on Section 20 which deals with "annuities for the self-employed." The Finance Bill in its original form introduced important improvements in tax treatment of retirement savings for people who are not in occupational pension schemes or who are prevented from joining their company schemes by the Inland Revenue restrictions on membership. In the course of its passage through the House this Section was substantially amended and it is therefore worth taking a close look at the net effect of the various changes that took place at the Committee or Report stages.

Before I do this it is important to stress the broad spectrum of people to whom the Act applies. I have often felt that the term

"self-employed" appears unduly restrictive or at any rate that it often fails to arouse enthusiastic identification among many of the people who could have obtained worthwhile tax advantages under the provisions of the 1958 Finance Act—the precursor to this Act.

For this reason I prefer the term "entrepreneur" to refer to a self-employed person who will treat you as a member of the entrepreneurial club if:

1.—You hold more than 5 per cent. of the shares of the company in which you work—if it is a director-controlled company, which is directors collectively control more than 50 per cent. of the shares;

2.—You are a partner in a firm or a sole trader. You are not in these circumstances allowed to join your own company pension scheme or set up one for yourself. In an age of high marginal taxation this restriction puts the entrepreneur at a serious disadvantage as compared with the executive who can take part of his remuneration in the form of pension rights.

The first attempt to remedy this anomaly was the 1958 Finance Act. This Act allowed you to get tax relief on 10 per cent. of your net relevant earnings, or £750 per annum (where this is less than 10 per cent.) if you put this money into a special retirement annuity. These figures were increased if you were born before 1918, reaching a maximum of 15 per cent. of your income as eligible for relief if you were born in 1907 or earlier but with £1,125 as the top limit.

Putting money into a savings plan of this kind did have its costs and this is why many people preferred and still prefer a normal life assurance policy. With a retirement annuity you could not get your money out before the agreed retirement age or even use your annuity as security for a loan, while you could do this with an endowment policy.

On the other hand the retirement annuity has a number of important advantages as compared with the ordinary life policy:

1. It qualifies for expense relief on the premiums and not just life assurance relief; 2. It will get you surtax as well as income-tax relief; 3. The assets representing your investment in this annuity can earn interest and capital gains, tax free; 4. You do not have to pay a premium for a minimum of 10 years and you can in fact pay a series of one off single premiums rather than committing yourself to a fixed premium each year.

5. You can wait until the end of the tax year, until you have agreed your taxable income with the Inland Revenue, before you decide the amount of premium you intend to pay.

The 1971 Finance Bill raised the upper limit for premiums that can qualify for tax relief from 10 per cent. to 15 per cent. of net relevant earnings but with a maximum of £1,500. However, in its original form the Bill made no special provision for people born before 1918—over 55s. This has now been corrected and the original differential restored.

When you draw your money out at 60-plus you can take part of it as a tax free capital sum. The formula for deciding how

much cash and how much pension follows the formula used for occupational schemes in the 1970 Inland Revenue Code, that is, the cash sum can be anything up to three times the annual amount of the pension. (In a pension scheme it is usually 3/80ths final salary as a cash sum for each year of service and 1/80th final salary as pension.) As in an occupational scheme it is always worth taking the maximum benefit in the form of a capital sum even if you need more pension because you can use the cash to buy an ordinary annuity on which you would only pay tax on the interest content.

Another major improvement is the facility to provide better widows' and dependants' pensions out of your tax-free annuity premium. Up to one-third of your premium can be used for this purpose. The scope of this provision was widened at the committee stage by the inclusion of dependants' pensions as well as widows' pensions.

There are, of course, things that we would like to have seen but which have not been incorporated in the Act this year. For example, it is always surprising to find legislation of this kind incorporating money figures such as the upper limit of £1,500. We live whether we like it or not in an inflationary age.

MAXIMUM ANNUAL PREMIUMS ON WHICH A "SELF-EMPLOYED" PERSON CAN GET INCOME-TAX AND SURTAX RELIEF UNDER THE 1971 FINANCE ACT

Year of Birth	Percentage of Relevant Earnings	Maximum Annual Premium
1916 or after	15	£1,500
1914 or 1915	16	£1,600
1912 or 1913	17	£1,700
1910 or 1911	18	£1,800
1908 or 1909	19	£1,900
1907 or any earlier year	20	£2,000

and it is surely preferable to express restrictions of this kind in percentages rather than absolute terms, because otherwise they get out of line with the original intention so quickly and there does not seem to be any automatic procedure for adjusting such figures annually. The fact that it took from 1956 until the present to get rid of the £750 limit should be a salutary lesson to us not to make the same mistake again. Nevertheless, this section of the 1971 Finance Act does represent such a tremendous step forward that it is perhaps uncivilised to cavil at this sort of detail. The author and, in fact, all the MPs who made such a valuable contribution at committee stage deserve our gratitude. It only remains for us to decide how much we are going to cut out spending this year in order to save that extra 5 per cent. of our income—that is if we are entrepreneurs.



## Why should a U.S. manufacturer turn to Bank of Montreal for help in building a plant in Argentina?

Or why should a German businessman seek help from the same source to build hotels on the Costa Blanca? Or sell machine tools in the Far East?

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... AND ON THE U.S. ECONOMY

# the \$ A revolutionary change of mind

From JOHN GRAHAM, Washington, Monday

THE MOST extraordinary thing about President Nixon's bombshell on Sunday night, and in some ways the most disquieting, is the speed with which it happened. Less than two months ago, after a comprehensive review of the economy, the President and his advisers decided that there was no need to change course, that existing policies would work in time. Thirty-six hours ago Mr. Nixon announced "the most comprehensive new economic policy to be undertaken in this nation in four decades."

## Consumer prices

This revolutionary change of mind had two causes, neither of which was more than dimly perceived until recently. In the first place the economy not only didn't get any better, but in some important aspects it got worse. The consumer price index rose in May and June at an annual rate of more than 6 per cent., compared to the 3 per cent. rise of the first four months. The latest unemployment figure (July's) was 5.8 per cent., which meant that five and a half million people were out of work.

The Commerce Department's composite index of leading economic indicators dropped by 0.5 per cent. after seven months' rise. Corporate spending plans were scaled down, and

the same reluctance to spend, the same residual lack of confidence in the future, was keeping ordinary people away from the market place. The savings rate actually averaged 8.4 per cent. in the second quarter—a historically astonishing level—and there has not been much change since.

So long as the effects of all this were confined within America's frontiers, the Administration might have been able to hold out. It had, after all, kept its nerve fairly well through more than two dispiriting years. But the dollar crisis that had died down in the early summer burst into flame again, and seemed likely to continue.

The trade balance went sharply into deficit—\$800m. in the second quarter alone—and the U.S. suffered an outbreak of strikes or near-strikes in major industries, all accompanied by wage settlements in two figures.

To Dr. Burns of the Federal Reserve, these were ominous warning signs, and he intensified his campaign to get the White House to do something direct about inflation. From the Treasury came pressure along similar lines, especially when the gold rush restarted. Belgium and the Netherlands insisted on conversion into large quantities of dollars into gold, and the U.S. was forced to go near the limit of its gold tranche at the IMF. The Treasury's gold stock fell to

just above \$10,000m., which had always been considered the sticking-place. John Connally began to suggest to the President that the "steady as she goes" attitude might be inadequate.

The result is this week-end's list of new policies, a list so long that it makes President Johnson's January 1, 1968, programme look puny. Mr. Nixon has firstly attacked what is perceived as one of the most stubborn obstacles to a full recovery—the lack of confidence. The Job Development Act of 1971, to be considered by the Congress after the August recess, proposes a 10 per cent. investment credit effective from last Sunday, with a "Buy American" clause. It will not be granted on foreign-made machinery.

The intention is to stimulate the machine tools industry, improve U.S. productivity by modernising plant, and create new jobs.

## Wage freeze

The repeal of the 7 per cent. excise tax on cars is aimed at increasing corporate and individual confidence. The car industry is delighted, and will now be better able to cope with the seemingly unshakable competition from foreign cars. The average price of a car to the American buyer will be \$200 less—President Nixon has promised that he will make the car

companies pass on the reduction to the consumer. Such is the dominance of the motor-car in America to-day that he could claim that "every additional 100,000 cars sold means 25,000 new jobs."

Finally, aimed solely at the individual, is the proposal to increase the personal income tax exemption next January rather than in January, 1973. The effects of this are partly diluted by other decisions: by the three-month wage freeze, by a six-month postponement of a Federal salary increase scheduled for next January, and by a 5 per cent. cut in Federal employment, even though the President hopes to achieve this by attrition. The general lines of this and the preceding policies, however, are clear: "This increase in consumer spending power will provide a strong boost to the economy in general, and to employment in particular."

Obviously, in the present international climate, such domestic stimulation has to be matched by a renewed attack on inflation, and it is here that doubts creep in. No one knows how the wage-price-dividend freeze will work. It relies on "voluntary co-operation," though sanctions are attacked and the Attorney-General has power to prosecute. It will not have a huge price-control bureaucracy, but the President

has set up a cost-of-living council.

The trouble is one of lingering doubt about the effectiveness of this and other plans. Mr. Nixon said on Sunday night that "the time has come for decisive action—action that will

everyone always expected them to get. A large wage settlement was followed immediately by a large price rise, and the White House did nothing.

Even those who have been most strongly advocating some action on wages and prices—notably Dr. Burns—have their doubts about the technical feasibility. Dr. McCracken of the Council of Economic Advisers has argued time and again that in an economy as large as America's, controls simply cannot be administered, and that even in countries like the U.K. and Canada they have not worked well.

Nevertheless, there is clearly a political advantage in moving towards some form of controls, and the stated intention may even be enough to induce austerity.

Presumably with an eye still on the international financial markets, the President has also cut budget expenditures by an amount similar to the tax reductions, about \$6,000m. in all. The effective dates for revenue-sharing and welfare reform have been postponed, but since these two Administration proposals were in much trouble with Congress anyway, it is not easy to tell what their postponement will actually do to the budget figures.

The deficit for the present year was initially predicted at \$12,000m., but the White House has already conceded that it

will be nearly \$20,000m. and as bad as it is, for instance, in independent judgment places it as high as \$25,000m.

This, following last year's deficit of \$23,000m., puts some strain on the capital markets and raises very difficult questions about budgetary priorities.

The question, of course, is: Will it all work? As with the British measures of July, 1966, and LBJ's of January, 1968, the answer is it might, but again it might not, and the recent history of crash programmes is not encouraging. The import surcharge, the "Buy American" threat that has run through the Administration's thinking for months, the monetary moves, are all designed to restore America's competitive edge, to end what President Nixon called "unfair treatment" deriving from "unfair exchange rates."

Along with his specific proposals, President Nixon delivered a challenge to the U.S. people. "Every action I have taken to-night is designed to nurture and stimulate that competitive spirit, to help us snap out of the self-doubt, the self-paralytic that saps our energy and erodes our confidence in ourselves." Much as that sounded like a British Prime Minister addressing the British people, I am sure it accurately touched the state of America to-day.

## A challenge

Therefore, internal remedies are needed, and with professional economists not only unable to explain the current situation satisfactorily but also unable to predict its cure, no one can say with confidence that Sunday night's internal measures will do the trick.

Along with his specific proposals, President Nixon delivered a challenge to the U.S. people. "Every action I have taken to-night is designed to nurture and stimulate that competitive spirit, to help us snap out of the self-doubt, the self-paralytic that saps our energy and erodes our confidence in ourselves." Much as that sounded like a British Prime Minister addressing the British people, I am sure it accurately touched the state of America to-day.

The price inflation has been awkwardly persistent, certainly, but at 5.6 per cent. overall it is far less than in many industrialised countries. The unemployment situation is indeed worse than at any time in the last ten years, but not nearly

## Recovery

Whether Mr. Nixon can produce a full recovery at home is another matter, to which no quantifiable answer can be given simply because no one fully understands the present malaise.

The price inflation has been awkwardly persistent, certainly, but at 5.6 per cent. overall it is far less than in many industrialised countries. The unemployment situation is indeed worse than at any time in the last ten years, but not nearly

## THE PRICE OF GOLD

BY LESLIE PARKER

# Why a production surge is ruled out

PRESUMING that gold can now be regarded even more from a commodity viewpoint than it was before the week-end's events, the major question that arises after President Nixon's statement is whether demand for bullion, both monetary and industrial, will be stimulated by the U.S. edicts. If it is where can the extra supplies of the yellow metal come from and what price would be needed to bring supply and demand into balance?

One thing stands out clearly. No big early expansion in the supply of newly-mined metal will be possible even if the price surged forward sharply. Not even Russia could step up production quickly. In other areas of the world there are various factors militating against any speedy expansion of output. And overall it is an inescapable fact that it takes four to five years to bring a new mine into production even if such mines can be found.

It is generally taken for granted that the scope for further new producers in South Africa, by far the world's biggest source of the metal, is becoming distinctly limited. In that country, as in Canada and Australia, the older marginal mines have been propped up by Government subsidy schemes. In so far as they would otherwise have closed, such schemes only help to sustain current production levels.

There is, of course, the undoubted fact that huge

amounts of ore, eroded from the realms of payability by the cost inflation that all the world's gold mines have been suffering from, would become economic to mine at higher gold price levels. This would extend the life prospects of the mines but the extraction of these lower grades of ore would in the first place tend to reduce actual gold output.

For a boost to production, greater ore tonnages would have to be mined. This would in turn mean the sinking of new shafts and the extension of treatment plants, again a long-term task. To undertake these tasks, the industry would obviously have to be pretty sure that gold's higher value would be a permanent feature of the world economic scene and the price increase would naturally have to be quite substantial.

## Downward path

Otherwise the world gold production prospect, based on present mining economics, is one of decline during the present decade. South African output is expected to reach a peak in 1975 and possibly sustain this level until around 1980. But production in Canada, the U.S. and Australia may be regarded as already being well on the downward path.

Russia, as ever, remains an enigma although there is some evidence that it could expand production, albeit slowly, in the years ahead. The great un-

known is how much of this gold would reach the western world. This again would obviously depend at least to some extent on price.

The other major element in the situation is how much gold could flow forth from the world's private hoards of the metal. A sudden rise in price might well dislodge a substantial segment of the stocks that have been built up over the years against this very contingency. On the other hand, a gradual forward movement could stimulate fresh speculative demand to offset the selling by those tempted by profits on an investment which bears no rate of interest and can indeed often cost money in the shape of charges for its safe-keeping.

Looked at as a commodity there are thus a plethora of uncertainties in peering forward, probably more than there are in other metals. The demand bulwark relies for its foundation, as with other metals, on the industrial uses of gold. Here, it is argued, lies its strength especially when placed against the background of gold's role as the largest component of the world's international monetary reserves.

Hand in hand with this role is the industrial use of gold, which, ironically, may now become even more important as the growth in private demand. Expert studies have found it understandably difficult to sort out this latter offtake of gold into its various categories and in particular to pinpoint the difference between genuine de-

mand for industrial uses and that for hoarding pure and simple, an obviously vital distinction. For instance, it is estimated that last year over 70 per cent. of fabrication use was in the jewellery trade, an offtake that could cover a multitude of hoarding sins.

These studies, exhaustive in their detail, reached unanimous conclusions that the price of gold as a commodity would in any case trend upwards during the present decade because the non-monetary offtake would exceed the newly-mined supply. How fast or how large the price increase would be must necessarily depend on how the speculative and hoarding segment of the market behaves.

This is naturally regarded as unpredictable. But then so are some of the factors that have to be taken into account when looking forward in, say, nickel about which bullish conclusions are reached by some of the mining world's most highly sophisticated research organisations despite many uncertainties including that vital element, the course of the American economy, which in effect brings us back to square one.

## Slow growth

To sum up, then, the outlook for the value of gold as an industrial commodity already had a decided element of slow growth in it even before this week-end's events, which could reinforce this growth from the

monetary side in that they could add a fresh twist to the screw which, despite many frantic efforts to stop it, has been increasing the yellow metal's value in terms of paper currencies (other than the dollar) over the ages.

Where does all this leave the holder of gold shares? It was noticeable yesterday that no raging boom developed. This was understandable. The closure of the foreign exchange markets and that for bullion added to the uncertainties. The propaganda from brokers and other analysts, both here and overseas, which was so rife a few weeks ago had already ensured that many investors had taken up their positions in this market. They found no reason to sell. New buyers, on the other hand, were mostly content to wait events.

Those who are looking for a boost to the earning power and life prospects for the world's gold-mining industries must ignore one historical lesson. It no longer pays to rush into the shares of the marginal producers. Governments will reap the major benefits of their increased prosperity in that it will cost less to prop them up by means of subsidies.

It will pay, in other words, to stick to the good-life medium grade mines which should be in a position to reap all the advantages which may be coming along and which at the same time have the least downside

risk if the advantages eventually accruing from the present confused situation prove to be of a lesser rather than a larger degree.

In the South African segment this points to the middle of the roaders such as Winkelhaak, Hartbeestfontein, Doornfontein.

Kloof (when that unfortunate underground fire is put out), President Steyn, St. Helena, Western Areas and, as a long-term giant to be, Vaal Reefs.

In Canada, Campbell Red Lake sticks out as the only major producer which manages

to stand on its own feet without the aid of the government subsidy there which has as one of its conditions that a gold mine is either free to sell on the open market without state aid or to the Canadian mint at the monetary price for gold as a qualifier for such assistance.

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## EXCHANGE RATES

BY SAMUEL BRITTON

# The critical question for sterling

THE KEY point for the business community will be the new rates of exchange between sterling and other currencies. The U.S. have, for practical purposes, "gone off gold." Whether the U.S. fixes another official gold price, or returns to \$35 an ounce, or whether other countries decide to link their currencies to gold, are primarily matters for governments and central banks, and secondarily for the private gold market. For the ordinary trader, whether exporter or importer, the official gold price is of no importance.

## Possibilities

The critical point, which cannot be sufficiently emphasised, will be the weighted average change of sterling in terms of other currencies. If this turns out to mean that sterling has depreciated, exporters will receive a boost and imports will be restrained. If there has been an appreciation, the reverse will have happened and there will also be some slight deflationary impact on economic activity.

Three possible outcomes can be envisaged. The leading trading countries might decide to

continue to peg their currencies against the dollar at the rates prevailing last Friday. This is mentioned as a theoretical possibility; but, even if attempted, it could not be more than a very provisional state of affairs.

The second possibility, which a great many officials and central bankers yearn for, would be a re-alignment of exchange rates, out of which an effective dollar devaluation would emerge.

The third possibility would be that a number of other countries would follow the example of Germany, the Netherlands and Canada and allow their currencies to float against the dollar for a "temporary" period. Such floating could either be a purely national affair, or the EEC might attempt to float as a bloc as Prof. Schiller originally proposed at the time of the D-Mark crisis earlier this year.

Obviously, "several combinations" can be envisaged. It can be assumed that if enough countries go for genuinely floating rates, there will be an effective dollar devaluation; and once this has happened, there will be great pressure from America's trading partners for

a removal of the surcharge. But as this will then have been replaced by an equivalent currency obstacle, exporters to the U.S. would be well advised to regard some deterioration in the competitive situation as a permanent feature.

## Alternatives

The courses open to the U.K. Government derive directly from the international monetary alternatives listed above. One obvious course would be for sterling to stay pegged at the \$2.40 rate. The attraction of this is that if there is a re-alignment, or a widespread adoption of floating rates, there will be a net depreciation of sterling.

Although the present British balance of payments is extremely strong, it is regarded by most international economic observers as an artificial and temporary phenomenon. It is mainly due (a) to the depressed state of the home economy which has held imports down and (b) to the very rapid rise in British export prices—about twice as fast as our main competitors' over the past 12 months—which has given a

temporary boost to British overseas receipts, but is a major threat to British competitive power in the slightly longer run.

For these reasons the staffs of major international economic organisations do not take any very optimistic view of sterling's long-term prospects and would not regard the current surplus as an argument against some net depreciation—which would be particularly valuable in advance of Common Market entry.

On the other hand, there are some arguments against securing this simply by staying pegged to the dollar. In the first place, it may look "un-European" to some in Whitehall.

A more impressive argument is that to obtain an effective dollar devaluation the U.K. must make some gesture. This, however, could be consistent with a small appreciation of sterling relative to the dollar, but a depreciation in terms of other currencies.

The most important third reason, however, is that simply sticking with the dollar is an unimaginative solution which fails to take advantage of the situation to safeguard Britain's long-term position.

## Unilateral

There are, however, powerful arguments for preserving maximum freedom of manoeuvre and for floating alone at least until the U.K. has entered the EEC.

This would give the country an automatic external regulator for dealing with balance of payment difficulties during the crucial and highly uncertain next couple of years when two unknowns—the effects of present British policies on inflation and the initial impact of EEC entry—reinforce each other.

A unilateral float would also seem less un-European than simply staying pegged to the dollar; and it would leave open the possibility of taking part in the efforts of the existing Six to come to fruition.





## New threat to RB-211

By Michael Donne, Aerospace Correspondent

UNLESS THE Rolls-Royce RB-211 engine is exempted from the U.S. Government's 10 per cent. surcharge on imported goods, the future for that engine—and therefore also the Lockheed TriStar—appears bleak.

This was the message expressed in both Whitehall and the aerospace industry yesterday, where there was serious concern lest all the money and effort spent since last February in rescuing the RB-211 and the TriStar were now to be jeopardised as a result of President Nixon's measures to safeguard the dollar.

The situation was still not clear last night, and the Department of Trade and Industry was seeking urgent clarification of the situation.

'Ship set'

But behind this concern was a feeling that even if there is no automatic exemption for the RB-211, some special dispensation may be made for it—otherwise the efforts of President Nixon and Treasury Secretary Connolly to win Congressional approval for loan guarantees for Lockheed will themselves be rendered fruitless.

The effect of the 10 per cent. surcharge would be to put about \$84,776 on the price of each TriStar, since the present price for a "ship set" of three engines, negotiated with Rolls-Royce (1971) earlier this summer, was set at nearly \$2m.

The price of a "ship set" has already gone up this summer by \$84,776 from the original RB-211 price negotiated in 1968, so that the additional effect of the surcharge would mean a rise of the best part of \$1m. in the TriStar this year.

Such a rise would probably be unacceptable to airlines, some of whom—Air Canada and Delta—are still wavering in their support for the TriStar. The 10 per cent. surcharge would put some \$25.4m. on to the bill for the 178 aircraft now either on order or on option.

Even suggestions that U.S. airlines could buy the engines through subsidiaries based outside the U.S. would not help the situation, because sooner or later the engines would have to be landed in the U.S. for installation in the TriStar and at that point would become eligible for the surcharge.

If any of the airlines still wavering pulled out as a result of the higher cost, the TriStar would be killed almost outright, and with it would go the RB-211.

The fact that the tax is intended to be temporary still would not help the situation, for no one would know how long it was going to last, and would not buy aeroplanes in such an uncertain situation.

So far, Rolls-Royce has delivered around 14 RB-211s to Lockheed at Burbank, California, and plans to have raised this to 34 by the end of this year.

Any dispensation in favour of the RB-211, however, would be certain to rouse the fury of Rolls-Royce's U.S. competitors, Pratt and Whitney and General Electric, who would then claim that it was destroying the very argument for introducing the surcharge in the first place—the protection of American goods against "unfair" foreign competition.

They could argue—with some justification—that the objective of the surcharge should be to enable U.S. engines to be installed in U.S. aeroplanes.

In any event, it now seems likely that there will have to be another extension of the already once-extended deadline of August 24 for the settlement of the new arrangement between Lockheed and the airlines, banks, U.K. Government and Rolls-Royce (1971) for the continuation of the TriStar and RB-211.

### Concorde salesmen

If the price of the RB-211 is uncertain in the light of the 10 per cent. surcharge situation, it is impossible for airlines to complete contract details, or for the banks to settle loan terms. With only a week to go before the deadline, an extension of at least another week would seem to be almost inevitable.

The surcharge may also make much more difficult the Anglo-French Concorde salesmen's task of getting the aircraft accepted in the U.S. At a quoted delivery price of more than \$30m. for 1974, the surcharge, if it lasted long enough, could significantly upset the aircraft's sales prospects.

The Concorde salesmen can only hope that the surcharge does not last long enough to affect contracts for aircraft due for delivery three years hence.

For the rest of the aerospace industry, seeking to sell such aircraft as One-Elevens and HS-748s in the U.S. market, the surcharge must come as a severe blow, although it may not be so serious in the case of the US-125 executive jet, which is being built and marketed in the U.S. in conjunction with Beech, the U.S. light aircraft manufacturer.

The U.S. market is one of the biggest for U.K. aerospace products, having taken over £10m. worth of aircraft so far this year, and over £21.2m. worth of engines.

## Home and World Reactions to President Nixon's Economic Package

# CBI hopes surcharge will be only a stop-gap

By Harold Bolter, Industrial Correspondent

THE U.S. economic measures are expected to have a significant impact on Britain's exports to North America, worth \$235m. last year. Nevertheless, the U.K.'s leading exporters are less concerned about the immediate, and hopefully short-term, effects than the possibility that they could lead to a more general move towards protectionism.

CBI leaders hope that the U.S. Administration will make clear by its subsequent policies that the 10 per cent. import surcharge is only a stop-gap, and not a prop to U.S. industries seeking protection from foreign competition, without any justification by internationally-agreed criteria.

### Fairly optimistic

That CBI also hopes that the talks which have now been called on currency realignments will quickly reach agreed solutions to remove the uncertainty that British traders and investors will have to face in their overseas operations.

The motor industry, one of the main exporters to the U.S., is taking a fairly optimistic view of its prospects.

Mr. Kenneth Corley, president of the Society of Motor Manufacturers and Traders, admitted that the import restrictions would cause at least short-term concern and pointed out that most U.K. sales in the market were in the specialty and sports-car field.

"These cars may be less severely affected than the small cars which are so directly com-

petitive with most U.S. products," Mr. Corley said.

In addition, he pointed out, in the longer term the importance of the strength of the U.S. economy must not be underestimated.

"Britain is greatly affected by the strength of America and we must hope that Mr. Nixon's measures will work, and work fast."

British Leyland, selling over 290m. worth of vehicles in the U.S. does not anticipate any serious effect in the market.

"We do not expect to be hit so severely as other imports which are competing on price because we specialise on the sports and prestige cars where price is not necessarily the dominating factor."

British Leyland is also hoping to take advantage of the increase in volume sales expected to follow the cuts in excise tax. This could cancel out some of the consequences of the surcharge.

### Other components

Chrysler U.K., building up direct exports of its Plymouth Cricket model (basically the same as the British Hillman Avenger) to the U.S., is similarly hopeful that an overall sales boost in the market will compensate for the effects of the surcharge.

The company is competing mainly against other European and Japanese manufacturers of sub-compact cars, who will face similar penalties.

Ford of Britain, mainly supplying engines for the U.S. com-

pany's locally-built Pinto model and other components, feels that it could benefit from a resurgence in the market over the next two years, until Ford starts to produce Pinto engines in the U.S.

The Scotch whisky industry, another major exporter to the U.S., with sales worth £27.5m. last year, does not expect the surcharge to bite very deeply into sales, particularly if it is only a short-term measure.

"Nevertheless, we deplore any move towards protectionism and if this were to become the general trend the consequences would be very damaging to one of Britain's most important exports," Mr. Grant Gordon, chairman of the Scotch Whisky Association, said.

The British Pottery Manufacturers Federation, on the other hand, does expect the surcharge to have a serious impact on the industry's sales to the U.S.

Mr. Arthur Bryan, chairman of the Wedgwood Pottery group, said that the surcharge was bound to intensify the group's difficulties in an already tough trading area.

Wedgwood sends 40 per cent. of its exports, which account for 65 per cent. of total production, to the U.S. It is also concerned about the repercussions which the U.S. measures may have throughout the Western trading world.

U.S. is the most important single export market for the British Steel Corporation. Sales

there worth £50m. out of total exports of £250m. last year.

Fortunately, heavy shipments of U.K.-produced steel were made to the U.S. earlier this year, in anticipation of a possible U.S. steel strike, and sales for the rest of this year were expected to fall off.

### Steel industry

Moreover, as the U.S. steel industry strike was only prevented by a big pay settlement and higher prices, the BSC expects to stay price-competitive.

The Scottish tweed trade, and the Yorkshire wool textile industry expect trade to suffer, although they are hopeful that fine quality, high-priced cloths will not be so badly affected.

The British National Export Council feels that British consumers, selling at the top end of the market, will hold their own, despite an obvious danger from Mr. Nixon's "Buy American" appeal.

In the field of capital goods, however, it is more concerned about the effect which the surcharge will have on sales, particularly of machine tools. The total U.S. market for British machinery and transport equipment was worth £355m. last year.

The main hope for U.K. manufacturers in this important sector is that the 10 per cent. job development credit announced by the President to stimulate investment in new equipment will produce the sort of demand for machinery that they can benefit despite the effect of the surcharge on prices.



The scene yesterday at the Haymarket offices of American Express

## Confusion reigns over travellers' cheques

By John Hunt

THE U.S. dollar sunk well below its floor of \$2.42 against sterling in transactions involving travellers' cheques cashed at the London clearing banks yesterday.

With the closing of the foreign exchange markets the rate being quoted by the banks was the main indicator of the condition of the dollar.

During the day the rate offered against the pound by the banks was generally \$2.46 to \$2.52 but for a short time it went to \$2.50. All the banks were offering different rates—an indication of the confusion prevailing.

### Large crowds

A "rationing" system was also imposed with banks limiting the amount of travellers' cheques they were prepared to cash or sell. There was a similar limitation on the amount of dollars they would take in cash for sterling.

American Express continued to cash dollar travellers' cheques at \$2.42, the same rate that it had charged on Friday.

This drew large crowds of tourists to the company's office in the Haymarket, London, and at one time 500 were queuing. Earlier in the day there had been similar scenes at some bank branches.

Most of the pressure came from American tourists who were eager to cash their travellers' cheques following the news from Washington.

A Midland Bank official said that travellers' cheques were being purchased at \$2.46 and there was a limit of £20 per customer, far better than their counterparts

although the bank was prepared to go above this limit in certain circumstances.

At Barclays the rate was \$2.32 and the bank was prepared to take dollars in cash or travellers' cheques up to a ceiling of \$100 per person. He saw this margin as a minimum protection against dollar devaluation.

National Westminster said that the rate had gone briefly to \$2.60 in the morning but had settled at \$2.50 by the afternoon. It had been reduced when demand had fallen off from its peak earlier in the day.

Demand for sterling by people holding dollar travellers' cheques had been several hundred per cent. higher than normal, a National Westminster official said. At one time there had been queues at some branches stretching from the counter to the pavement outside. A limit of £50 was placed on transactions.

At Lloyds Bank the rate was \$2.32 and a limit of £50 was placed on the acceptance of dollar travellers' cheques.

Banks were sensitive to the possibility that the drop in the value of the dollar might be seen as an attempt on their part to profiteer from tourists. One official, for instance, pointed out that the banks themselves were taking a considerable risk.

"What is the rate going to be for sterling tomorrow?" he demanded. "Who is going to tell me that? We could end up making a thumping loss."

He pointed out that the American tourists in Britain were faring far better than their counterparts

in Germany, Holland or Italy where they had found that their dollars had shrunk 10 per cent. overnight against local currencies.

### Previous closing

At American Express an official explained that its rate had been maintained because the company had to think of protecting the tens of thousands of its customers holding American Express travellers' cheques. The policy had been to base the rate on the previous closing quotation.

"It has always been the company's policy and always will be," he said.

### SURCHARGE EXEMPTIONS

THE WHITE HOUSE said crude oil, petroleum, products, meat, sugar, dairy products and cotton

textiles will not be subject to the 10 per cent. import tax surcharge announced by President Nixon.

The surcharge was applied to dutiable imports not under quantitative restraints. The items listed by the White House are already subject to restraints and were exempted from the President's order. The import surcharge will not apply to the \$100 allowance for returning American tourists who will still be permitted to bring in this amount of goods duty-free, the Treasury said.

Reuter

## Welcome from U.S. industry —with reservations

By Jurek Martin

THE GENERAL reaction of America's business and industry leaders to President Nixon's package was favourable, though much confusion reigned on the specific application of some of his proposals.

A number of key officials stressed that in many ways Mr. Nixon's measures were unpalatable. Mr. David Rockefeller, head of Chase Manhattan Bank, observed that "I don't think that anyone should be very happy that this kind of statement was necessary, but anyone who has followed these matters shouldn't be surprised by it."

Mr. A. W. Clausen, chairman of Bank of America, the largest U.S. Bank, while commending the President, said that the programme was "clearly short term and tactical" and should not disguise the need for a longer-term economic strategy.

A number of industrial leaders, not all of whom are by any means persuaded by protectionist arguments, also expressed reservations about the consequences of the import surcharge, but all welcomed without exception the reintroduction of the investment tax credit. The machine tool industry, in particular, was delighted by the move.

However, by far and away the greatest concern centred on the effect of the President's programme on individual industries and it was here that the major uncertainty lay. It was, for example, not clear this morning whether the freeze of prices for 90 days would in fact prohibit certain companies from going ahead with increases that had already been announced and secured.

The car industry, while gratified by the proposal to repeal the 7 per cent. Excise tax, simply did not know this morning whether they would be permitted to put up the prices on their new model-year cars that are about to be introduced. If they are allowed to proceed with their increases, which average rather under 5 per cent., the effect



Mr. David Rockefeller

would be more or less to cancel out the reduction in prices that repeal of the Excise tax would cause and leave the cost of a new car at just fractionally below the level of a year ago. If they refrain from adopting the higher prices, a typical new car should cost about \$200 less this year than last.

The industry was pretty certain that its competitive position vis-à-vis imports should be drastically improved. In the critical small car field, for example, the principal American products, the Ford Pinto and General Motors Vega, have generally cost as much as \$200 more than the typical import. This gap could well now be eliminated.

Ford only the other day said that it was going to increase the sticker price of its Pinto from \$1,919 to \$2,069: the end of the Excise tax would mean that this could drop to \$1,952: if the price increases are rolled back, it would fall to \$1,810.

The smallest American car company, American Motors, to-day said that its new year

price increases had clearly been announced and instituted before the President spoke and that it did not plan to roll them back. The Big Three, however, were far more guarded in their public utterances.

At the same time, even though it would appear that imported manufacturers will benefit from the end of the Excise tax (unless the Congress enacts legislation specifically excluding them from the repeal), their pricing policies will inevitably be affected by the 10 per cent. import surcharge, which in fact amounts to a new tax of 10 per cent. of the landed assessed value of a car and not a surcharge of 10 per cent. on the current 31 per cent. Customs duty. None of the importers here would venture to suggest what this would mean for their showroom sale prices, producers of mainly specialty cars, such as Volvo, appeared less worried than those in the thick of the cut-throat small car market, such as Volkswagen and the two Japanese companies, Toyota and Datsun.

The other industry with previously announced price increases in the pipeline is, of course, steel, and it would appear from the comment of Mr. Schultz that the Administration is prepared to veto those higher prices that would have taken effect in the course of the next 90 days. This may be somewhat academic since the steel industry's present position is so sluggish at present that there is the very good chance that the industry will not be able to make these price rises.

Bothlehem Steel has already deferred introduction of higher prices on cold rolled sheet until the New Year and there are persistent reports that mills are prepared to offer sizeable discounts from list prices in order to attract buyers.

At the same time, the 10 per cent. import surcharge ought to help dislodge many foreign consumers from transferring their allegiance to cheaper foreign

steel, though to what extent is a moot point. The steel industry hopes that the revaluation of a number of foreign currencies against the dollar combined with the surcharge will help minimise price differences. Mr. Stewart Cort, Bethlehem's chairman, to-day described Mr. Nixon's moves as "encouraging."

Organised labour's reaction has been, not surprisingly, notably guarded. Most of the major national labour contracts have been got out of the way, leaving only the dockers and the bituminous coal workers with negotiations outstanding. However, a number of wage contracts do contain provisions for increasing pay in the course of the next three months (such as the car workers) and the deferment of these is hardly going to be popular. The Federal Employees' Union, which has been planned 5 per cent. increase postponed, has already made its displeasure known.

It is likely that the leaders of American trade unions are waiting to see how effective the freeze on prices will be before committing themselves to accepting a wages freeze. This has become the position of the AFL-CIO in recent months, to the extent that Mr. George Meany, its head, has gone to far as to say that he would accept a general programme of restraint provided it was applicable to prices as well as wages.

A number of companies did publicly pledge themselves to-day to the President's programme. Westinghouse, Cummins Engine, Orange-Glass, and American Motors were others.

The freeze on dividend increases should present little problem. Although corporate profits this year have been healthier than in the two previous years there has been no concerted rush to pass on the benefits to shareholders. The number of dividend increases of late has been particularly few. (Ford was one company to increase its quarterly pay-out but this is a fairly notable exception.) Corporations generally went through such a difficult time in the past two years that the need to conserve cash remains uppermost in many of their minds.

### Slum clearing 'too slow' in North

MANY slum areas will still exist in the North of England in 1980, says the Northern Economic Planning Council in a report published yesterday.

If clearance were to continue at the present rate, over 50,000 of the present unfit houses would still be standing in 1980—to say nothing of further dwellings falling into ruin, says the report.

It also hits at the environment of the North, saying "It is precisely the treeless, barracks-like appearance of so many Northern housing estates which makes them so unattractive. Higher standards in both private and public sectors, are vitally important."

Mr. Fuller Osborn, chairman of the working group which produced the report, said later that, to produce a reasonable adequate minimum standard of housing in the region, they had to clear 11,000 slum houses, build 25,000 and significantly improve another 25,000 every year for 10 years.

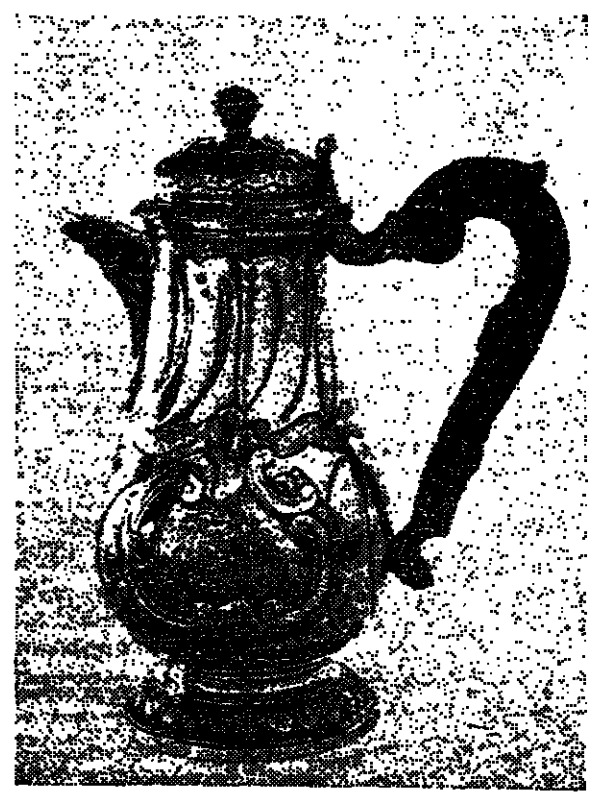
Dr. William Reid, chairman of the council, said: "This is not pie in the sky. We built 36,000 houses in 1968 when we set a target of 29,000. We slum-cleared 7,500 houses that year."

## APOLLO

Edited by DENYS SUTTON

the international magazine of the fine arts

### EIGHTEENTH-CENTURY STRASBOURG



Coffee-pot by Jean-Jacques Ehren, c. 1749-51. Silver-gilt, height 21cm. The Louvre, Paris. Illustrated August Apollo.

The AUGUST issue of APOLLO gives a varied account of eighteenth century Strasbourg, its architecture and its art. It contains articles on the Palace of the Rohans, who were Bishops of Strasbourg; Ceramics; Painting & Sculpture in Alsace and Gold & Silverware. In addition there are the usual APOLLO features of Art across the U.S.A., London Galleries, Book Reviews and the Sale-room.

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## WORLD REACTIONS

## Shocked Japan fears 10% drop in exports to U.S.

Effects on Canada uncertain

BY ALVIN CULLISON

TOKYO, Aug. 18.

By Our Own Correspondent

The following is the full text of President Nixon's address released by the White House after his television broadcast on Sunday night.

Our budget priorities to concentrate more on achieving full employment.

The second indispensable element of the new prosperity is to stop the rise in the cost of living.

One of the cruellest legacies of the artificial prosperity produced by war is inflation. Inflation robs every American, the 50m, who are retired and living on fixed incomes are particularly hard hit.

Homemakers find it harder than ever to balance the family budget and 80m. wage earners have been on a treadmill in the four years between 1965 and 1969, their wage increases were completely eaten up by price increases. Their pay-checks were higher, but they were not better off.

We have made progress against the rise in the cost of living; from the high point of 6 per cent. a year in 1969, the rise in consumer prices has been cut to 4 per cent. in the first half of 1971. But just as in our fight against unemployment, we can and must do better.

The time has come for decisive action to break the vicious circle of spiralling prices and costs.

Stability and equal treatment is in everybody's best interest. I am taking one further step to protect the dollar, to improve our balance of payments, and to increase U.S. jobs. As a temporary measure, I am today imposing an additional tax of 10 per cent. on goods imported into the United States. This is a better solution for international trade than direct controls on the amount of imports.

This import tax is a temporary action—not directed against any other country, but an action to make certain that American products will not be at a disadvantage because of unfair exchange rates. When the unfair treatment is ended, the import tax will end as well.

At the end of World War II, the economies of the major industrial nations in Europe and Asia were shattered. To help them get on their feet and to protect their freedom, the United States has provided \$143,000m. in foreign aid. That was the right thing for us to do.

To-day, largely with our help, they have regained their vitality and have become strong competitors. Now that other nations are economically strong the time has come for them to pay their fair share of the burden of defending freedom around the world.

The time has come for exchange rates to be set straight and for the major nations to compete as equals. There is no longer any need for the U.S. to compete with one hand tied behind her back.

The range of actions I have taken and proposed to-night on the job front, on the inflation front, on the foreign front—is the most comprehensive new economic policy to be undertaken by this nation in four decades.

We are fortunate to live in a nation with an economic system capable of producing for its people the highest standard of living in the world; flexible enough to change, and strong enough to stand up to the challenges of a world in which circumstances call for change; and most important—resourceful enough to produce prosperity with freedom and opportunity unmatched in the history of nations.

The purposes of the Government actions I have announced to-night are to lay the basis for renewed confidence, to make it possible for us to compete fairly with the rest of the world, to open the door to a new prosperity.

But government, with all its powers, does not hold the key to the success of a people. The fellow Americans, is in your hands.

A nation, like a person, has to have a certain inner drive in order to succeed. In economic affairs, that inner drive is called the competitive spirit.

Every action I have taken to-night is designed to nurture and stimulate that competitive spirit, to help us snap out of that self-doubt and self-disparagement that saps our energy and erodes our confidence in ourselves.

Whether this nation stands number one in the world's economy is really up to you, second or third or fourth place; whether we as a people instill our faith in ourselves, or lose that faith; whether we hold fast to the freedom that makes us Americans and freedom possible in this world, or lose our grip—all that depends on your competitive spirit, your sense of personal destiny, your pride in your country and in yourself.

We can be certain of this: as the threat of war recedes, the challenge of peaceful competition increases.

Let me welcome this competition, because America is at her greatest when she is called on to compete. And no nation has anything to fear from our competition, because we have our competitors on to new heights for their own people.

As there always have been in our history, there will be voices urging us to shrink from this challenge, to build a protective wall around ourselves, to crawl into a shell as the rest of the world moves ahead.

Best days

Two hundred years ago, a man wrote in his diary: "Many thinking people believe America has seen its best days. That was just before the American Revolution in 1776, at the dawn of the most exciting era in the history of man."

To-day, we hear the echoes of those voices, preaching a gospel of gloom and defeat, saying that some thing: "We have seen our best days."

Let Americans reply: "Our best days lie ahead."

As we move into a generation of peace, as we blaze the trail toward the new prosperity, I say to every American: let us raise our spirits. Let us raise our sights. Let all of us contribute all we can to the great and good country that contributes so much to the progress of mankind.

Let us invest in our nation's future, and let us revitalize faith in ourselves that built a great nation in the past, and will shape the world of the future.



President Richard Nixon after his nationwide speech on American television

I HAVE addressed the nation a number of times over the past two years on the problems of ending a war. Because of the progress we have made toward achieving that goal, this Sunday evening is an appropriate time for us to turn our attention to the challenges of peace.

America to-day has the best opportunity in this century to attain two of its greatest ideals: to bring about a full generation of peace, and to create a new prosperity without war.

This not only requires bold leadership ready to take bold action—it calls forth the greatness in a great people.

Prosperity without war requires action on three fronts: we must create more and better jobs; we must stop the rise in the cost of living; we must protect the dollar from the attacks of international money speculators.

We are going to take that action. Not timidly, not halfheartedly, not in piecemeal fashion. We are going to move forward to the new prosperity without war as befits a great people—all together, and along a broad front.

The time has come for a new economic policy for the United States; its targets are unemployment, inflation, and international speculation. Here is how we are going to attack them.

First, on the subject of jobs. We all know why we have an unemployment problem: 2m. workers have been released from the Armed Forces and defenses plants because of our success in winding down the war in Vietnam.

Putting those people back to work is one of the challenges of peace, and we have begun to make progress. Our unemployment rate to-day is below the average of the four peacetime years of the '60s. But we can and must do better.

The time has come for American industry, which has produced more jobs at higher real wages than any other industrial system in history to embark on a bold programme of new investment in production for peace.

To give that system a powerful new stimulus, I shall ask the Congress to pass the new Jobs Act after its summer recess to consider as its first priority the enactment of the Job Development Act of 1971.

I propose to provide the strongest short-term incentive in our history to invest in new machinery and equipment that will create new jobs for Americans: a 10 per cent. job development credit for one year, effective as of to-day, with a 5 per cent. credit after August 15, 1972.

This tax credit for investment in new equipment will not only generate new jobs, but will raise productivity and make our goods more competitive in the years ahead.

I propose to repeal the 7 per cent. excise tax on automobiles, effective to-day. This will mean a reduction in price of about \$200 per car.

I shall insist that the American auto industry pass this tax reduction on to its nearly 8m. customers who are buying automobiles in this country. Lower prices will mean that more people will be able to afford new cars, and every additional 100,000 cars sold means 25,000 new jobs.

I propose to speed up the personal income tax exemptions scheduled for January 1, 1973, to January 1, 1972—so that taxpayers can deduct an extra \$50 for each exemption one year earlier than planned. This increase in consumer spending power will provide a strong boost to the economy in general and to employment in particular.

The tax reductions I am recommending, taken together with the broad return of the economy which has taken place in the first half of this year, will move us strongly toward a goal this nation has not reached since 1956—prosperity with full employment and peace.

Looking to the future, I have directed the Secretary of the Treasury to recommend to the Congress in January new tax proposals for stimulating research and development of new industries and new technologies to help provide the 20m. new jobs that America needs for the young people who will be coming into the job market in the next decade.

To offset the loss of revenue from these tax cuts which will directly stimulate new jobs, I have ordered a \$4,700m. cut in Federal spending.

Foreign aid cut

Tax cuts to stimulate employment must be matched by spending cuts to restrain inflation. To check the rise in the cost of government, I have ordered postponement of pay rises and a 5 per cent. cut in Government employment. I have ordered a 10 per cent. cut in foreign economic aid.

In addition, since the Congress has already delayed action on two of the great initiatives of this Administration, I will ask Congress to amend my proposals to postpone the implementation of revenue sharing for three months and welfare reform for one year.

In this way, I am reordering

THE EFFECT on Canada of President Nixon's moves to strengthen the U.S. economy could range from disastrous to merely irritating. The simple fact that the U.S. annually takes about 70 per cent. of Canada's total exports and that it is Canada's largest source of outside capital makes it inevitable that Canada will be intimately affected by the moves.

Of Canada's total exports of \$10,200m. in the first seven months of this year, \$8,300m. went to the U.S. However, large amounts of exports will be unaffected by the 10 per cent. surcharge imposed on imports by the U.S. The seven month export figures, just announced to-day, did not give a breakdown by commodities shipped to the U.S.

However, two large segments—motor cars and petroleum—will not be affected. In the first six months of the year Canada's exports of motor vehicles and parts to the U.S. totalled \$2,100m. while petroleum exports were about \$4,000m.

President Nixon's moves could in fact stimulate employment in the motor-car industry in Canada as well as the United States. Repeal of the 7 per cent. excise tax on motor-cars, which would reduce the price by about \$200 with the idea of creating jobs in the U.S. industry, would mean more production and more jobs for American cars is stimulated. The danger is that this could give the Nixon Administration extra leverage in demanding the abolition of certain safeguards in the Canadian-U.S. agreement for free trade in motor-cars.

A great deal depends on the relationship that develops between the Canadian and U.S. dollars on the foreign exchange market. The Canadian dollar has been floating for 14 months and of late appears to have settled at a value of between one and a half below par with the U.S. dollar.

If the Canadian dollar stays within its recent range, Canadian exporters will have to worry only about the 10 per cent. surcharge on U.S. imports. In a great many cases the demand for Canadian goods is so strong that the surcharge is not expected to represent any great barrier to sales to the United States.

Financial circles in Johannesburg are making the obvious points that the implications for South Africa could be serious. In the first place South Africa has one of the highest external trade to Gross National Product ratios in the world, and therefore has a vital interest in international exchange rate flexibility.

In the second place any resolution in the present crisis which diminished the role of gold in the international monetary system could do considerable damage to the Transvaal and O.P.S. gold mines and the whole South African economy.

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## West Germany prepares for early Group of Ten meeting

BY MALCOLM RUTHERFORD

BONN, August 18.

THE West German Government is clearly prepared for an early meeting of the Group of Ten following to-day's multi-lateral consultations with Mr. Paul Volcker, the U.S. Under-Secretary at the Treasury.

But, apart from sending a high power team to the talks, it is proposing no immediate German initiative. The official reaction to President Nixon's speech is a mixture of welcome that the Americans seem seriously prepared to discuss international monetary reform, plus concern about the degree of trade protectionism.

An Economics Ministry statement said the Government would press that there should be no "disadvantageous" effects on the freedom of trade or on the freedom of payments movements.

The Government is also perhaps more concerned than it is ready to admit in public about the effect of the new U.S. import surcharge on the German export industry, which is already up in arms about the effects of the floating of the D-Mark.

The Economics Ministry was to-day faced with a new barrage of requests for Government subsidies from industrial federations, although most individual companies said they were too uncertain about the details of the American measures to make any precise estimate of their effects.

According to Government sources, however, the import surcharge will not be quite as severe as first reports suggested.

For the key case of the German car industry, the new levy will amount to 3.5 per cent. already in force and the maximum levy possible under existing legislation is 10 per cent. Government sources also stressed that the measures were expressly intended to be only temporary.

Such reassurances, which came late in the day, failed to prevent the German Stock Market having its sharpest fall this year. The slow moving Harstad industrial index declined two points to 103.20 with automobiles, electronics, chemicals and banks especially hit. Volkswagen, already in a weak position, fell selling about one-third of all its cars produced in Germany to the U.S., was off DM7.15 in Dusseldorf.

The Foreign Exchange markets, in common with almost every other market, were closed and dealers thought it unlikely they would reopen before Wednesday at the earliest.

In very limited intra-bank dealings, the dollar opened at DM3.30, equivalent to a de facto D-Mark revaluation of nearly 11 per cent. The dollar firmed during the day to around DM3.370, not far below Friday's official fixing of DM3.3630.

The general feeling, however, is that it is essential to await the outcome of the London talks, to which the Germans have sent Dr. Otmar Emminger, the vice-president of the Bundesbank, the Economics Minister, will be back in Bonn to-morrow after a long holiday and Dr. Klausen, the Bundesbank president, will be back in Frankfurt. It is likely that between them they will continue to press for a collective Common Market float against the dollar, with German assistance to the weaker community currencies if necessary.

One of the key points in their argument has always been that with the growth of inter-community trade, the more complex the monetary system, the more dependent on trade with the U.S. In the German case, for example, the U.S. is now down to the No. 3 market for German goods after France and Holland. German exports to the U.S. rose to DM11,400m., or just over 9 per cent. of total exports.

This is no consolation to individual companies with a much heavier involvement, but in this case the possibility of a common market Government help is not ruled out.

Meanwhile the Belgian Foreign Exchange market is expected to remain closed on Tuesday and Wednesday and possibly longer. Initial reactions to the U.S. float in official Belgian circles was "depressing because it is unilateral".

It threatened to undermine the very foundations of the international payments system and to create disorder rather than peace. The Finance Minister, however, the Finance Minister, has repeatedly denied that France's conversion of a total of some \$470m. since the beginning of this year was intended to embarrass the U.S. Treasury, and has maintained that it was strictly limited to the terms of France's repayment of its debts to the IMF.

There are two immediate problems for the French Government. First, it must decide whether the exchange markets, when they are eventually allowed to reopen, will be allowed to decide on a new dollar-franc parity, or if not, what the Central Bank interven-

choice between concertation and virtual disintegration—and thus force them into a common position.

Besides the effect of the EEC's plans for economic and monetary union the Six need to maintain a level of exchange rate rigidity in a community where 50 per cent. of members' trade exchanges are internal.

The minimum needed would be a concerted system of EEC Central Bank intervention to keep members' currencies in line by supporting the weaker and taking the pressure off the stronger ones.

But beyond this a general realignment of EEC currencies also appears necessary. The problems are, if possible, even more acute in the finance sector where common prices, levies and subsidies are calculated in terms

## French reactions are cautious

BY ADRIAN DICKS

PARIS, August 18.

FRENCH official reactions to Mr. Nixon's package were cautious to-day, and no official statement was expected until after the emergency meeting called by M. Pompidou for Wednesday afternoon. By that time the French Government will have had the benefit of the London talks to-day and those due to be held in Brussels to-morrow under the aegis of the Common Market Monetary Committee, of which M. Bernard Clappier, deputy governor of the Banque de France, is chairman.

The French President, who is holidaying on the Riviera, received a personal letter from Mr. Nixon in the small hours of this morning, explaining the U.S. measures, but they fell far short of the surprise in Paris, where the Banque de France, commercial banks and most other financial and monetary institutions were in any case due to remain closed for the Assumption Day national holiday.

The first impression of officials, financial observers and the French public alike is that the Americans have devalued by ending the gold convertibility of the dollar. Commentators have been predicting for some weeks that Washington would eventually be forced to take this step. However, the Finance Minister, M. Giscard d'Estaing, has repeatedly denied that France's conversion of a total of some \$470m. since the beginning of this year was intended to embarrass the U.S. Treasury, and has maintained that it was strictly limited to the terms of France's repayment of its debts to the IMF.

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## More jobs

First, on the subject of jobs. We all know why we have an unemployment problem: 2m. workers have been released from the Armed Forces and defenses plants because of our success in winding down the war in Vietnam.

Putting those people back to work is one of the challenges of peace, and we have begun to make progress. Our unemployment rate to-day is below the average of the four peacetime years of the '60s. But we can and must do better.

The time has come for American industry, which has produced more jobs at higher real wages than any other industrial system in history to embark on a bold programme of new investment in production for peace.

To give that system a powerful new stimulus, I shall ask the Congress to pass the new Jobs Act after its summer recess to consider as its first priority the enactment of the Job Development Act of 1971.

I propose to provide the strongest short-term incentive in our history to invest in new machinery and equipment that will create new jobs for Americans: a 10 per cent. job development credit for one year, effective as of to-day, with a 5 per cent. credit after August 15, 1972.

This tax credit for investment in new equipment will not only generate new jobs, but will raise productivity and make our goods more competitive in the years ahead.

I propose to repeal the 7 per cent. excise tax on automobiles, effective to-day. This will mean a reduction in price of about \$200 per car.

I shall insist that the American auto industry pass this tax reduction on to its nearly 8m. customers who are buying automobiles in this country. Lower prices will mean that more people will be able to afford new cars, and every additional 100,000 cars sold means 25,000 new jobs.

I propose to speed up the personal income tax exemptions scheduled for January 1, 1973, to January 1, 1972—so that taxpayers can deduct an extra \$50 for each exemption one year earlier than planned. This increase in consumer spending power will provide a strong boost to the economy in general and to employment in particular.

The tax reductions I am recommending, taken together with the broad return of the economy which has taken place in the first half of this year, will move us strongly toward a goal this nation has not reached since 1956—prosperity with full employment and peace.

Looking to the future, I have directed the Secretary of the Treasury to recommend to the Congress in January new tax proposals for stimulating research and development of new industries and new technologies to help provide the 20m. new jobs that America needs for the young people who will be coming into the job market in the next decade.

To offset the loss of revenue from these tax cuts which will directly stimulate new jobs, I have ordered a \$4,700m. cut in Federal spending.

Foreign aid cut

Tax cuts to stimulate employment must be matched by spending cuts to restrain inflation. To check the rise in the cost of government, I have ordered postponement of pay rises and a 5 per cent. cut in Government employment. I have ordered a 10 per cent. cut in foreign economic aid.

In addition, since the Congress has already delayed action on two of the great initiatives of this Administration, I will ask Congress to amend my proposals to postpone the implementation of revenue sharing for three months and welfare reform for one year.

In this way, I am reordering

THE EFFECT on Canada of President Nixon's moves to strengthen the U.S. economy could range from disastrous to merely irritating. The simple fact that the U.S. annually takes about 70 per cent. of Canada's total exports and that it is Canada's largest source of outside capital makes it inevitable that Canada will be intimately affected by the moves.

Of Canada's total exports of \$10,200m. in the first seven months of this year, \$8,300m. went to the U.S. However, large amounts of exports will be unaffected by the 10 per cent. surcharge imposed on imports by the U.S. The seven month export figures, just announced to-day, did not give a breakdown by commodities shipped to the U.S.

However, two large segments—motor cars and petroleum—will not be affected. In the first six months of the year Canada's exports of motor vehicles and parts to the U.S. totalled \$2,100m. while petroleum exports were about \$4,000m.

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President Nixon's moves could in fact stimulate employment in the motor-car industry in Canada as well as the United States. Repeal of the 7 per cent. excise tax on motor-cars, which would reduce the price by about \$200 with the idea of creating jobs in the U.S. industry, would mean more production and more jobs for American cars is stimulated. The danger is that this could give the Nixon Administration extra leverage in demanding the abolition of certain safeguards in the Canadian-U.S. agreement for free trade in motor-cars.

A great deal depends on the relationship that develops between the Canadian and U.S. dollars on the foreign exchange market. The Canadian dollar has been floating for 14 months and of late appears to have settled at a value of between one and a half below par with the U.S. dollar.

If the Canadian dollar stays within its recent range, Canadian exporters will have to worry only about the 10 per cent. surcharge on U.S. imports. In a great many cases the demand for Canadian goods is so strong that the surcharge is not expected to represent any great barrier to sales to the United States.

Financial circles in Johannesburg are making the obvious points that the implications for South Africa could be serious. In the first place South Africa has one of the highest external trade to Gross National Product ratios in the world, and therefore has a vital interest in international exchange rate flexibility.

In the second place any resolution in the present crisis which diminished the role of gold in the international monetary system could do considerable damage to the Transvaal and O.P.S. gold mines and the whole South African economy.

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Mr. Volcker's remarks in London that the role of gold in the







# Whitbread's substantial improvement aim

CITY OF LONDON based brewers, Whitbread & Co., is aiming for another substantial improvement in profits for the current year and good trade in April and May gave a promising start, says chairman Col. W. H. Whitbread.

He points out, however, that poor weather and trade in June and severe pressure on wages and other rising costs will make attainment of the objectives a tough assignment, he adds.

As reported group profit, before tax, for the year to April 3, 1971, was £15.86m., against a forecast of £15.25m. when Brickwoods was acquired, and compared with £12.53m. for the previous year. The dividend is 12½ (11) per cent.

The freeing of the price of beer from control last autumn, coupled with effective management, has helped Whitbread to achieve a substantial improvement in profits, says Col. Whitbread.

There was a general strengthening of management services and in the reorganisation of the group's purchasing and insurance activities, which should provide substantial benefits in the future. A share incentive scheme is under consideration to encourage directors and executives.

Turning to properties, Col. Whitbread reports that sales to date of over £5m. were made during the year. The number of on-licences at the end of the financial year was 7,699, a decrease of 340, closures of licensed premises totalled 300, 250 voluntarily and the balance by compulsory purchase orders.

Eight new houses were opened, costing £2.1m., and there are at present 12 houses in the course of construction at the overall cost of £440,000.

Whitbread Trafalgar, the company formed to develop the properties, has at present 175 properties at various stages of development. But progress is slow, owing to difficulties in obtaining planning permission.

It is hoped that the amount of cash which will become available to the group, after allowing for capital gains tax and including Whitbread's share of the profits of the joint company, will exceed £3.5m. over the next five years.

Operating costs at the Luton brewery were substantially reduced. The greatly increased demand for Heineken lager has

required a further expansion there, and a brewer at Samlesbury, now under construction, is expected to be in production during the summer of 1972.

Despite a small fall in the sales of bottled beers, the market share of Gold Label continued to increase by over 20 per cent. for the ninth year running.

In a year when the national growth of small cans continued at the high rate of 24 per cent., can sales increased by over 40 per cent., Heineken and Mackeson cans showing the major increase of over 64 per cent.

The soft drinks side of the business continues to expand. Meeting, Chiswell Street, E.C., September 10.

Chairman's statement Page 21

See Lex

Halifax

loans

up 34%

The Halifax Building Society,

the biggest in the world, let

more than £200m. to house pur-

chasers in the first six months of

the current year to end-July. This

is a 34 per cent. increase over the

comparable period in 1970, and

is a record.

For the first time the society

lent more than £50m. in the

month. This occurred in July

when the Halifax lent more than

£2m. a day for every working day.

At the end of the six months

the society's assets had risen to

£1,717m. to £2,171m., the

largest single increase in any half-

year period. At the end of July

the society had reduced its

liquidity ratio marginally from

17.5 per cent. at the end of

January to 16.4 per cent.

Meeting, 10, Chiswell Street, E.C.,

September 10.

Chairman's statement Page 21

See Lex

Wheeler's

RESTAURANTS

Wheeler's Restaurants will open

its first hotel at Victoria

Brighton, by Whitson of 1972. Mr.

Bernard Walsh, the chairman,

told shareholders at yesterday's

annual meeting in London. He

added that the company was look-

ing for more hotels but that all

those that have come to the

company's attention have been

rejected.

Meeting, Great Eastern Hotel,

E.C., September 15 at noon.

Chairman's statement Page 6

See Lex

A.W. (Secs.)

progress

Figures for the first quarter of

A.W. (Securities) confirm the

hope that group profit for the

current year "will once again

take a further substantial step

forward," says chairman, Mr. B.

St. Lindsay-Jones.

Prospects have been made

better by the recent abolition of

hire purchase restrictions and by

the earlier relaxation of limits

on bank advances, he adds.

These measures coupled with

the "modest reductions" in pur-

chase tax, should stimulate

demand for the company's car-

pets, coming just before the start

of the main selling season. They

should ensure capacity production

to Christmas.

Customers in the furniture,

motor and other consumer

durable trades should also bene-

fit, thus stimulating more demand

for A.W.'s products.

As reported on July 14, group

turnover for the 52 weeks (53

weeks) to April 3, 1971, was

£1,342,352 (£1,317,568), an in-

crease of 1.8 per cent. on the

previous year. The dividend is

11½ (11) per cent.

A breakdown of turnover and

profit, before tax, for the 52

weeks, (£'000s omitted), shows

profits £9,043 (£5,518) and £1,160

(£2,028) and £11 (£173); plastics

£4,000 (£3,108) and £271 (£251).

Activities now closed £472 (£418)

and loss £168 (£42).

Meeting, Bradford, September

16, noon.

Chairman's statement Page 6

See Lex

Electronic

Machine

optimistic

Mr. M. Wellings, chairman of

Electronic Machine, says the

group as a whole is currently

trading far more profitably than

last year's figures would indicate

and a substantial cash turnaround

for the current year's account is

expected.

Mr. Wellings also draws attention

to the high depreciation

figure in relation to assets.

During the current year the

method of providing depreciation

will be reviewed.

With regard to the claim on

British Drug House, the chairman

states that it is still in the hands

of solicitors and there is no in-

dication at present as to the dura-

tion of these proceedings. The

claim is for an amount in excess

of £500,000 and it is hoped the

legal process will finally resolve

this in the not too distant future.

As reported on July 29, pre-tax

profit for the 52 weeks ended April

3, 1971, fell from £275,367 to

£121,075. The dividend is up from

an equivalent 12.23 per cent. to

12½ per cent.

The greatest setback occurred

common Market, it will in the

near future reduce the benefits of

having in Panama, the Redhill subsidiary,

a established foothold already in

This group returned a loss of

£1,342,352 (£1,317,568), an in-

crease of 1.8 per cent. on the

previous year. The dividend is

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Chairman's statement Page 6

See Lex

Oldham poised for growth

Prospects for the battery indus-

try as a whole are good, and those

of Oldham International within

that expanding framework are

well above the average," says

chairman, Mr. O. Oldham.

The directors are determined

that shareholders shall get their

full share of the benefit of the

future expansion of the battery

industry—the dividend of 20 (16)

per cent. for the year to March

31, 1971, demonstrates this deter-

mination, he adds.

As reported on July 16, group

pre-tax profit for the past year

expanded from £700,388 to

£71,426.

The improvement, says Mr.

Oldham, was partly due to the

continued development of the

versatile interests, but also to a

much better contribution from

the British company—which has

seen through several difficult

years when it held back overall

profits. Conditions in the home

market are now changing. He

expects to see further substantial

improvements in the U.K. results

at an accelerating rate.

For several years there has been

a discrepancy between rising costs

—particularly of raw materials—

and static selling prices. But in

the past few months there has

been a general improvement of

margins.

It is not intended to pass on

the burdens to the motorist or

to the British industry. The industry

as a whole is able to absorb a sub-

stantial part of its increased costs

through greater efficiency and

productivity.

Oldham increased its share of

the automotive market, and signifi-

cantly expanded sales of traction

and stationary batteries. Govern-

ment sales and exports increased.

There were also interesting de-

velopments in the traditional field

of lighting and electrical equip-

ment for the mines.

"Profit and sales of all products

for the French market, which

the French company, O.S. 1971,

fell from £275,367 to

£121,075. The dividend is up from

an equivalent 12.23 per cent. to

12½ per cent.

Should Britain enter the

common Market, it will in the

near future reduce the benefits of

having in Panama, the Redhill subsidiary,

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Chairman's statement Page 6

See Lex

RECENT ISSUES

EQUITIES

Issue Price

1971

Stock

1971

1971

1971

1971

1971

1971

1971

1971



## Eurodollar interest rates soar, Eurobond prices recover

## Europe

which will have a basic capital of \$15m. The company will build a

and Commercial Credit Computer Leasing (Switzerland) have been

\_\_\_\_\_

cents per share) from \$8.4m. (67 authorised capital of \$A10m. and cents) on revenues increased to issued capital of \$A22.26m.

## 'A flavour of speculation'

monopoly realised that the Hong Kong Government extended its laissez-faire philosophy to the re-

gistration of Stock Exchanges. In December, 1969, the Far East Exchange began trading, followed

which the small man finds it difficult to know what is going on. "Correct answer" and "A fool

and his money are soon parted" are likely to characterise the Government's attitude to the

the profits to be made have also attracted several London brokers.

and investment bankers. This development will probably lead to a shake-up and an improvement.

Bid	Offer	Bid	Offer
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91	1003	Oleo (cine) 1936	594	91	Beirac (cine) 1930
91	92	Ontario (cine) 1936	595	92	Beirac (cine) 1930
91	93	Ontario (cine) 1936	596	93	Beirac (cine) 1930
91	94	Ontario (cine) 1936	597	94	Beirac (cine) 1930
91	95	Ontario (cine) 1936	598	95	Beirac (cine) 1930
91	96	Ontario (cine) 1936	599	96	Beirac (cine) 1930
91	97	Ontario (cine) 1936	600	97	Beirac (cine) 1930
91	98	Ontario (cine) 1936	601	98	Beirac (cine) 1930
91	99	Ontario (cine) 1936	602	99	Beirac (cine) 1930
91	100	Ontario (cine) 1936	603	100	Beirac (cine) 1930
91	101	Ontario (cine) 1936	604	101	Beirac (cine) 1930
91	102	Ontario (cine) 1936	605	102	Beirac (cine) 1930
91	103	Ontario (cine) 1936	606	103	Beirac (cine) 1930
91	104	Ontario (cine) 1936	607	104	Beirac (cine) 1930
91	105	Ontario (cine) 1936	608	105	Beirac (cine) 1930
91	106	Ontario (cine) 1936	609	106	Beirac (cine) 1930
91	107	Ontario (cine) 1936	610	107	Beirac (cine) 1930
91	108	Ontario (cine) 1936	611	108	Beirac (cine) 1930
91	109	Ontario (cine) 1936	612	109	Beirac (cine) 1930
91	110	Ontario (cine) 1936	613	110	Beirac (cine) 1930
91	111	Ontario (cine) 1936	614	111	Beirac (cine) 1930
91	112	Ontario (cine) 1936	615	112	Beirac (cine) 1930
91	113	Ontario (cine) 1936	616	113	Beirac (cine) 1930
91	114	Ontario (cine) 1936	617	114	Beirac (cine) 1930
91	115	Ontario (cine) 1936	618	115	Beirac (cine) 1930
91	116	Ontario (cine) 1936	619	116	Beirac (cine) 1930
91	117	Ontario (cine) 1936	620	117	Beirac (cine) 1930
91	118	Ontario (cine) 1936	621	118	Beirac (cine) 1930
91	119	Ontario (cine) 1936	622	119	Beirac (cine) 1930
91	120	Ontario (cine) 1936	623	120	Beirac (cine) 1930
91	121	Ontario (cine) 1936	624	121	Beirac (cine) 1930
91	122	Ontario (cine) 1936	625	122	Beirac (cine) 1930
91	123	Ontario (cine) 1936	626	123	Beirac (cine) 1930
91	124	Ontario (cine) 1936	627	124	Beirac (cine) 1930
91	125	Ontario (cine) 1936	628	125	Beirac (cine) 1930
91	126	Ontario (cine) 1936	629	126	Beirac (cine) 1930
91	127	Ontario (cine) 1936	630	127	Beirac (cine) 1930
91	128	Ontario (cine) 1936	631	128	Beirac (cine) 1930
91	129	Ontario (cine) 1936	632	129	Beirac (cine) 1930
91	130	Ontario (cine) 1936	633	130	Beirac (cine) 1930
91	131	Ontario (cine) 1936	634	131	Beirac (cine) 1930
91	132	Ontario (cine) 1936	635	132	Beirac (cine) 1930
91	133	Ontario (cine) 1936	636	133	Beirac (cine) 1930
91	134	Ontario (cine) 1936	637	134	Beirac (cine) 1930
91	135	Ontario (cine) 1936	638	135	Beirac (cine) 1930
91	136	Ontario (cine) 1936	639	136	Beirac (cine) 1930
91	137	Ontario (cine) 1936	640	137	Beirac (cine) 1930
91	138	Ontario (cine) 1936	641	138	Beirac (cine) 1930
91	139	Ontario (cine) 1936	642	139	Beirac (cine) 1930
91	140	Ontario (cine) 1936	643	140	Beirac (cine) 1930
91	141	Ontario (cine) 1936	644	141	Beirac (cine) 1930
91	142	Ontario (cine) 1936	645	142	Beirac (cine) 1930
91	143	Ontario (cine) 1936	646	143	Beirac (cine) 1930
91	144	Ontario (cine) 1936	647	144	Beirac (cine) 1930
91	145	Ontario (cine) 1936	648	145	Beirac (cine) 1930
91	146	Ontario (cine) 1936	649	146	Beirac (cine) 1930
91	147	Ontario (cine) 1936	650	147	Beirac (cine) 1930
91	148	Ontario (cine) 1936	651	148	Beirac (cine) 1930
91	149	Ontario (cine) 1936	652	149	Beirac (cine) 1930
91	150	Ontario (cine) 1936	653	150	Beirac (cine) 1930
91	151	Ontario (cine) 1936	654	151	Beirac (cine) 1930
91	152	Ontario (cine) 1936	655	152	Beirac (cine) 1930
91	153	Ontario (cine) 1936	656	153	Beirac (cine) 1930
91	154	Ontario (cine) 1936	657	154	Beirac (cine) 1930
91	155	Ontario (cine) 1936	658	155	Beirac (cine) 1930
91	156	Ontario (cine) 1936	659	156	Beirac (cine) 1930
91	157	Ontario (cine) 1936	660	157	Beirac (cine) 1930
91	158	Ontario (cine) 1936	661	158	Beirac (cine) 1930
91	159	Ontario (cine) 1936	662	159	Beirac (cine) 1930
91	160	Ontario (cine) 1936	663	160	Beirac (cine) 1930
91	161	Ontario (cine) 1936	664	161	Beirac (cine) 1930
91	162	Ontario (cine) 1936	665	162	Beirac (cine) 1930
91	163	Ontario (cine) 1936	666	163	Beirac (cine) 1930
91	164	Ontario (cine) 1936	667	164	Beirac (cine) 1930
91	165	Ontario (cine) 1936	668	165	Beirac (cine) 1930
91	166	Ontario (cine) 1936	669	166	Beirac (cine) 1930
91	167	Ontario (cine) 1936	670	167	Beirac (cine) 1930
91	168	Ontario (cine) 1936	671	168	Beirac (cine) 1930
91	169	Ontario (cine) 1936	672	169	Beirac (cine) 1930
91	170	Ontario (cine) 1936	673	170	Beirac (cine) 1930
91	171	Ontario (cine) 1936	674	171	Beirac (cine) 1930
91	172	Ontario (cine) 1936	675	172	Beirac (cine) 1930
91	173	Ontario (cine) 1936	676	173	Beirac (cine) 1930
91	174	Ontario (cine) 1936	677	174	Beirac (cine) 1930
91	175	Ontario (cine) 1936	678	175	Beirac (cine) 1930
91	176	Ontario (cine) 1936	679	176	Beirac (cine) 1930
91	177	Ontario (cine) 1936	680	177	Beirac (cine) 1930
91	178	Ontario (cine) 1936	681	178	Beirac (cine) 1930
91	179	Ontario (cine) 1936	682	179	Beirac (cine) 1930
91	180	Ontario (cine) 1936	683	180	Beirac (cine) 1930
91	181	Ontario (cine) 1936	684	181	Beirac (cine) 1930
91	182	Ontario (cine) 1936	685	182	Beirac (cine) 1930
91	183	Ontario (cine) 1936	686	183	Beirac (cine) 1930
91	184	Ontario (cine) 1936	687	184	Beirac (cine) 1930
91	185	Ontario (cine) 1936	688	185	Beirac (cine) 1930
91	186	Ontario (cine) 1936	689	186	Beirac (cine) 1930
91	187	Ontario (cine) 1936	690	187	Beirac (cine) 1930
91	188	Ontario (cine) 1936	691	188	Beirac (cine) 1930
91	189	Ontario (cine) 1936	692	189	Beirac (cine) 1930
91	190	Ontario (cine) 1936	693	190	Beirac (cine) 1930
91	191	Ontario (cine) 1936	694	191	Beirac (cine) 1930
91	192	Ontario (cine) 1936	695	192	Beirac (cine) 1930
91	193	Ontario (cine) 1936	696	193	Beirac (cine) 1930
91	194	Ontario (cine) 1936	697	194	Beirac (cine) 1930
91	195	Ontario (cine) 1936	698	195	Beirac (cine) 1930
91	196	Ontario (cine) 1936	699	196	Beirac (cine) 1930
91	197	Ontario (cine) 1936	700	197	Beirac (cine) 1930
91	198	Ontario (cine) 1936	701	198	Beirac (cine) 1930
91	199	Ontario (cine) 1936	702	199	Beirac (cine) 1930
91	200	Ontario (cine) 1936	703	200	Beirac (cine) 1930
91	201	Ontario (cine) 1936	704	201	Beirac (cine) 1930
91	202	Ontario (cine) 1936	705	202	Beirac (cine) 1930
91	203	Ontario (cine) 1936	706	203	Beirac (cine) 1930
91	204	Ontario (cine) 1936	707	204	Beirac (cine) 1930
91	205	Ontario (cine) 1936	708	205	Beirac (cine) 1930
91	206	Ontario (cine) 1936	709	206	Beirac (cine) 1930
91	207	Ontario (cine) 1936	710	207	Beirac (cine) 1930
91	208	Ontario (cine) 1936	711	208	Beirac (cine) 1930
91	209	Ontario (cine) 1936	712	209	Beirac (cine) 1930
91	210	Ontario (cine) 1936	713	210	Beirac (cine) 1930
91	211	Ontario (cine) 1936	714	211	Beirac (cine) 1930
91	212	Ontario (cine) 1936	715	212	Beirac (cine) 1930
91	213	Ontario (cine) 1936	716	213	Beirac (cine) 1930
91	214	Ontario (cine) 1936	717	214	Beirac (cine) 1930
91	215	Ontario (cine) 1936	718	215	Beirac (cine) 1930
91	216	Ontario (cine) 1936	719	216	Beirac (cine) 1930
91	217	Ontario (cine) 1936	720	217	Beirac (cine) 1930
91	218	Ontario (cine) 1936	721	218	Beirac (cine) 1930
91	219	Ontario (cine) 1936	722	219	Beirac (cine) 1930
91	220	Ontario (cine) 1936	723	220	Beirac (cine) 1930
91	221	Ontario (cine) 1936	724	221	Beirac (cine) 1930
91	222	Ontario (cine) 1936	725	222	Beirac (cine) 1930
91	223	Ontario (cine) 1936	726	223	Beirac (cine) 1930
91	224	Ontario (cine) 1936	727	224	Beirac (cine) 1930
91	225	Ontario (cine) 1936	728	225	Beirac (cine) 1930
91	226	Ontario (cine) 1936	729	226	Beirac (cine) 1930
91	227	Ontario (cine) 1936	730	227	Beirac (cine) 1930
91	228	Ontario (cine) 1936	731	228	Beirac (cine) 1930
91	229	Ontario (cine) 1936	732	229	Beirac (cine) 1930
91	230	Ontario (cine) 1936	733	230	Beirac (cine) 1930
91	231	Ontario (cine) 1936	734	231	Beirac (cine) 1930
91	232	Ontario (cine) 1936	735	232	Beirac (cine) 1930
91	233	Ontario (cine) 1936	736	233	Beirac (cine) 1930
91	234	Ontario (cine) 1936	737	234	Beirac (cine) 1930
91	235	Ontario (cine) 1936	738	235	Beirac (cine) 1930
91	236	Ontario (cine) 1936	739	236	Beirac (cine) 1930
91	237	Ontario (cine) 1936	740	237	Beirac (cine) 1930
91	238	Ontario (cine) 1936	741	238	Beirac (cine) 1930
91	239	Ontario (cine) 1936	742	239	Beirac (cine) 1930
91	240	Ontario (cine) 1936	743	240	Beirac (cine) 1930
91	241	Ontario (cine) 1936	744	241	Beirac (cine) 1930
91	242	Ontario (cine) 1936	745	242	Beirac (cine) 1930
91	243	Ontario (cine) 1936	746	243	Beirac (cine) 1930
91	244	Ontario (cine) 1936	747	244	Beirac (cine) 1930
91	245	Ontario (cine) 1936	748	245	Beirac (cine) 1930
91	246	Ontario (cine) 1936	749	246	Beirac (cine) 1930
91	247	Ontario (cine) 1936	750	247	Beirac (cine) 1930
91	248	Ontario (cine) 1936	751	248	Beirac (cine) 1930
91	249	Ontario (cine) 1936	752	249	Beirac (cine) 1930
91	250	Ontario (cine) 1936	753	250	Beirac (cine) 1930
91	251	Ontario (cine) 1936	754	251	Beirac (cine) 1930
91	252	Ontario (cine) 1936	755	252	Beirac (cine) 1930
91	253	Ontario (cine) 1936	756	253	Beirac (cine) 1930
91	254	Ontario (cine) 1936	757	254	Beirac (cine) 1930
91	255	Ontario (cine) 1936	758	255	Beirac (cine) 1930
91	256	Ontario (cine) 1936	759	256	Beirac (cine) 1930
91	257	Ontario (cine) 1936	760	257	Beirac (cine) 1930
91	258	Ontario (cine) 1936	761	258	Beirac (cine) 1930
91	259	Ontario (cine) 1936	762	259	Beirac (cine) 1930
91	260	Ontario (cine) 1936	763	260	Beirac (cine) 1930
91	261	Ontario (cine) 1936	764	261	Beirac (cine) 1930
91	262	Ontario (cine) 1936	765	262	Beirac (cine) 1930
91	263	Ontario (cine) 1936	766	263	Beirac (cine) 1930
91	264	Ontario (cine) 1936	767	264	Beirac (cine) 1930
91	265	Ontario (cine) 1936	768	265	Beirac (cine) 1930
91	266	Ontario (cine) 1936	769	266	Beirac (cine) 1930
91	267	Ontario (cine) 1936	770	267	Beirac (cine) 1930
91	268	Ontario (cine) 1936	771	268	Beirac (cine) 1930
91	269	Ontario (cine) 1936	772	269	Beirac (cine) 1930
91	270	Ontario (cine) 1936	773	270	Beirac (cine) 1930
91	271	Ontario (cine) 1936	774	271	Beirac (cine) 1930
91	272	Ontario (cine) 1936	775	272	Beirac (cine) 1930
91	273	Ontario (c			

## The unanswered questions

Nevertheless, so far as the dollar was concerned, none of these measures have ever been more than stop-gaps designed to quell particularly violent bouts of currency uneasiness. Successive U.S. Administrations have refused to admit that the dollar was over-valued or that there was anything fundamentally wrong with the monetary system set up at Bretton Woods over 20 years ago. To some extent the

There is little doubt that the US will continue to press for a substantial widening in support margins this year, and it is also

Whether countries like France—which have not disguised their hostility to the United States' privileged role—will take this opportunity to re-state the case for a system based more directly on gold, must remain to be seen. But there has been talk in Common Market circles of somewhat milder reforms, including the use of SDRs to fund existing dollar balances, and of steps to prevent the U.S. returning to massive deficit again. It is at least possible, therefore, that President Nixon's speech last night will open a Pandora's Box at next month's IMF meeting.

## Timing of measures awkward for Australia Budget

Secretary General Olivier Long of Switzerland. It said the U.S. was forced "to stem the rate of increase in imports in view of the critical state of the American balance of payments position."

It pointed out that GATT regulations permit such action by a member country if its payments position requires such protection. GATT agreed to a waiver of its rules when Britain

surpluses will exceed 50 per cent of imports, in value terms, as U.S. imports, in value terms, count amounted to \$45,000 million a year, this means the surcharge would apply to imports totaling \$22,500 million a year.

In other words, if imports continue at present rates, the Treasury would collect some \$22,500 million in additional duties which involves the actual import price of goods and not the duties already demanded. UPI

# Question mark over future growth of Japan's exports

The U.S. has threatened to retaliate against Japan does not speed up the dismantling of its own import restrictions. Particularly those on computers, integrated circuits and aircraft which are regarded as particularly injurious to American exporters.

It is not clear, there has been a steady build-up of American pressure for a revaluation of the yen.

It is the revaluation of the yen that has caused the increase in the value of Japanese exports to the U.S. This combination suggests that Japanese value far heavier revaluation during the D-Mark war than it expects during the yen war.

The estimate of the yen war was widely acknowledged yesterday was given by the man of the Ministry of Finance.

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## GATT Council likely to meet next week

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## Bass tenants may strike

NEARLY 100 tenants of Bass Charlington in the London and South-East area yesterday voted for a strike action as a last resort in their battle with the brewery for better conditions.

The chairman of the Bass Charlington Tenants' Association said if his members did close down the brewery, they would support tenants of other breweries throughout Britain, making it a national pub strike.

Only four voted against the move for strike action as a final measure.

The tenants are demanding a new charter from Bass Charlington, similar to that recently granted by Watney Mann to its tenants.

The charter offered by Bass was not acceptable, it was stated. The tenants say it contains clauses for ending tenancies at 65, no compensation is offered as a right, and rents are too high. They also want security of tenure.

## Upward trend continues in catering trade

THE STRONG upward trend in the level of business in the catering trade continued in the first half of 1971, according to provisional figures issued yesterday by the Department of Trade and Industry.

In value terms, according to the DTI, business was up 2 per cent. in the January-March period, equivalent to an annual rise of 10 per cent. Licensed hotels and holiday camps had a particularly large advance.

Increases of 5 per cent. each for laundries and dry cleaners were recorded in the first half of 1971, compared with 12 months earlier. Men's and women's hairdressers achieved a rise of only 1 per cent. in the same period.

## Deadlines for investment grant spending

APPLICATIONS for investment grants in respect of expenditure incurred before January 1, 1968, must be made by the end of this year, the Department of Trade and Industry announced yesterday.

For grants on investment made between January 1 and March 31, 1969, the closing date is April 1, 1972. July 1, 1972, has been laid down in respect of expenditure incurred over the next three months, while October 1 has been named as the last day for which applications relating to the July 1-September 30 period can be considered.

The decision to set time limits was announced in the Commons on February 12 in connection with the changes in investment incentives.

## Package charter prices 'too low'

By Michael Donnan, Aerospace Correspondent

THE VIEW that competition in the "package tour" holiday business had now forced charter prices to a "dangerously low level" was expressed in London yesterday by Squadron-Leader J. J. (Jack) Jones, chairman of the British Airways.

Speaking at a ceremony marking the silver jubilee of Channel Airways, Squadron-Leader Jones said that "our operator tries to undercut tour operators' cut here in hotel prices, a trim there on flight food costs, which the tour operator has to meet, or some other facility—and, in the middle, getting less value for his smaller outlay, is the holiday-maker."

"The competitive urge is understandable, and desirable, but tour operators should beware of engendering the view that holidaymakers saving he would rather pay a little more and get better value for money. It is a fact that, in spite of the general rise in the cost of living by at least 10 per cent, more package holidays have been reduced, and are cheaper than ever."

## Third airport

Squadron-Leader Jones also expressed the view that even when the so-called "third airport" for London is open at Foulness, there will still be a need for the existing Stansted Airport—contrary to the Government's view. The Government has already said that it foresees the eventual closure of Stansted when Foulness becomes operational.

He was critical of the Government for making such a statement. "Channel Airways is in no way against Foulness—far from it. I have already said that we hope to be one of the first airlines to use this superb airport when it becomes operational. But it does not mean there will not be a need for places like Stansted in the year 1980, to cater for the continued growth in air transport."

## Redundancy fund pay-out soars

BY ELSETH GANGUIN

THE GOVERNMENT'S redundancy fund paid out £12.8m. in the second quarter of this year, or over £3m. more than the £9.5m. it had to return to employers in the first three months.

The fund pays employers a 30 per cent. rebate of the money they must give to redundant employees under the Redundancy Payments Act. This means that the actual pay-out to redundant men and women was in the region of £8.5m. (a third more than in the first three months of 1970). In cases of bankruptcy, the Government guarantees the required redundancy payments, and under this provision £294,000 was paid out in the first quarter, and £23m. in the second quarter of the year.

## £274 each

So far this year, redundancy payments went to 172,689 people (27 per cent. more than during the same period last year). In the first quarter, average payment per head came to £269. In the second quarter, this was down to £274.

So, while there has been a sharp increase in total payments between the first and the second quarters of 1971, it does seem as if those made redundant during April, May and June were either not receiving particularly high wages, had shorter service, or that fewer older workers were sacked. (Redundancy payments depend on these three factors.)

Whatever the reasons the fund is in the red. In the Financial Times of August 3, it was suggested the fund was overdrawn by £1m. It now looks nearer £2m. While the fund can borrow up to £2m. without any difficulty, it is obvious that the situation is being kept under constant review.

When the fund was in the red before, rebates to employers were cut from 75 per cent. to 30 per cent. That was in March, 1969. I understand that no such

plans exist at the moment, but it would probably be easier to raise employers' contributions to the fund than to repeat a cut in rebates.

Employers make their contributions of 6.5p for men and 2.9p for women via the National Insurance stamps. But there is certainly no evidence that there is any intention to seek legislation to cut down redundancy payments themselves.

Unless the peak in redundancies has been reached by now, something will, however, have to be done to put the fund back on to an even keel. Employers are likely to have to foot the bill.

## Heinz venture in retail catering

By David Walker

H. J. HEINZ'S first venture in retail catering, the BeefTree restaurant in London's Edgware Road, will open within the next fortnight.

Specialising in "fast foods" such as roast beef in toasted buns and burgers, the project is seen as a test operation. "If the experiment goes well, further restaurants may be opened in other busy centres," Heinz stated.

"Every detail is carefully designed to appeal to young customers in a hurry for something good yet inexpensive."

Heinz's involvement in the increasingly competitive fast foods industry follows the success of similar moves by the company in the U.S. and Australia. The development in retail catering also comes after rapid growth recorded by Heinz in the industrial catering field. Its turnover there has advanced by 135 per cent. over the past four years, compared with an all-industry rise of 25 per cent.

## APPOINTMENTS

## Vice chairman of Clydesdale Bank

Mr. R. D. Fairbairn, director and general manager, is to become vice-chairman of the CLYDESDALE BANK. He will retire as general manager on September 30 and is to be succeeded in that post by Mr. A. R. Macmillan, present an assistant general manager.

Mr. Rex Christie has been appointed marketing manager for LENTHERIC and MORNY. Mr. David Batchelor is marketing director of both companies.

Mr. A. E. Cullis, comptroller of the DECCA RECORD COMPANY, has been appointed a director of the company.

Captain G. R. Rees has been appointed director of marine services, PORT OF LONDON AUTHORITY.

Professor Hugh Ford, whose appointment to the Board of Alfred Herbert was reported yesterday, has relinquished his directorship of DAVY-ASHMORE.

Mr. Arthur Cohen, a director and chief executive of Hallmark Securities, has been appointed to the Board of the parent company, SPEY WESTMORELAND PROPERTIES.

Mr. T. A. Rodgers has resigned as a director of QUEENSLAND MINES. Mr. J. S. Miller has been appointed to fill the casual vacancy.

Mr. A. S. W. Mossop has been appointed to the Board of PINCHIN JOHNSON PARTNERS, part of the International Part Company, as financial director.

Mr. John Verers is to succeed

Mr. C. A. Zweigbergk as director and secretary of the BRITISH ELECTROTECHNICAL APPROPRIATION BOARD when the latter retires at the end of this year.

Mr. M. E. Hallam has been appointed works director and Mr. W. Bradley financial director and secretary of B. D. STEELS STRUCTURES, a member of Astruc.

First National Finance Corporation which now owns about 46 per cent. of the issued capital of the BRITISH LAND COMPANY.

Mr. Cyril Meliss has been appointed to the Board of the

## Sharp rise in secondhand car sales in June

BY DAVID WALKER

SECONDHAND car sales rose sharply in the last full month before the mini-Budget, according to provisional figures for the DTI revealed. The result was to bring sales for the three months from the beginning of April to 15 per cent. above the corresponding period of 1970.

In value terms, deals involving used vehicles were 22 per cent. up on the same month last year, the DTI revealed. The result was to bring sales for the three months from the beginning of April to 15 per cent. above the corresponding period of 1970.

New cars sales also advanced significantly, going up by 18 per cent. in value on the previous June. Over the same period, manufacturers' output rose by an average of 8 to 10 per cent.

Receipts from sales of petrol, oil and accessories and from servicing and repairs went up substantially over the 12 months, by a smaller amount—10 per cent. by a smaller amount—10 per cent.

## WILSON IN NEW MARKET MOVES

Mr. Harold Wilson plans to speak at two of the Labour Party's campaign meetings against entry into the common market on the present terms. Full details have not been settled, but Mr. Wilson will address the final meeting in Central Hall, Westminster, on October 18.

## SPEEDY CUSTOMS CLEARANCE

The South London Inland Clearance depot has been opened in south-east London. It offers customs clearance within 24 hours of receipt of documents.

# WHITBREAD AND COMPANY LIMITED

We are aiming for another substantial improvement in profits for the current year, reports the Chairman, Col. W. H. Whitbread.

The Annual General Meeting of Whitbread and Company Limited will be held on 10th September, 1971, at Brewery, Isleworth Street, London, E.C.1.

The following is the Statement by the Chairman, Colonel W. H. Whitbread, read with the Report and Accounts for the year ended 3rd April, 1971:

In my last few Statements I have referred to our difficulties over the Government's control of the price of beer, which has caused us problems, and have always hoped that the time would come when we would be free to run our own business without Government interference. As you will see in the Directors' Report, as a result of the price of beer being freed from control last autumn, we are now able to adopt commercial pricing policies within the competition in the industry. This freedom, coupled with effective management, which I will refer to later in this Statement, has resulted in an upsurge in profits which has helped to resolve some of our liquidity problems.

## Accounts

You will observe that our profits before tax were nearly £16 million against £12.5 million last year, which is an increase of 27½%. If both figures are made comparable by adjusting for the loss in sub-Saharan Africa, consolidated this year, for fifteen months trading in White's and for five months trading last year, the increase in profits amounts to £4.1 million or 34%.

As regards our cash position, of the total funds £17.9 million available to us in 1970/71, £10.5 million derived from profits, depreciation and investment grants, and £7.4 million from the realisation of assets. Of these funds we spent £7.3 million on production and distribution assets, and £4 million on the expansion and modernisation of our houses, and on other sundry items. The balance of £5.6 million has been used to reduce our Group's indebtedness. We are now in a stronger position to meet future investment requirements, which include expenditure to bring a new brewery at Sarnesbury into production in 1972, and our new Soft Drinks factory at Beckton East London.

It is still a problem to us, as to many other industries, that interest rates remain so high, though there are signs of relaxation. Our cash position has been helped by tightening up on credit and paying more attention to our debtors. The reduction in Corporation Tax has also seen us worth nearly £300,000 to us.

## Management Services

There has been a general strengthening of management services and in the reorganisation of the Group's purchasing and insurance activities, which should provide substantial benefits in the future. The Group has converted to computers its D-Day and significant advances are now being made in its use of them.

## Decimatisation

Much trouble was taken over decimatisation. At operation of training, which included courses for all our managers and retailers, was undertaken, and books and conversion cards were distributed throughout the organisation many weeks before D-Day. The result was that, instead of a loss of time, decimatisation went off smoothly and practically a non-event. I do congratulate all concerned with this operation.

## Management

All of us feel deep regret for the recent death of a colleague, Captain Mason Scott, R.N., who recently retired, after a prolonged illness. He was born with great and respected Mason Scott. He was the Group's largest responsible in dealing with our staff, not only over their recruitment and development but over the many human problems which constantly arise among a large collection of individuals in a large Company.

Admiral Sir Conolly Abel Smith has retired at the age of 71. He came to Dutton Brewery in 1962 and became Chairman in 1969, where his leadership created a happy ship. He later suc-

cessfully chaired the Board of Bentley's Yorkshire Breweries. We thank him for what he has done for the Group and wish him a long and happy retirement.

Mr. Guy Rudgard, who was an Executive Director on the Main Board, also retired during the year. He was previously Managing Director of Fremington, Maidstone, and is now their non-executive Chairman. Apart from his knowledge and experience, we shall miss him particularly as a friend and someone with whom it has been a delight to work.

Mr. John Lodge retired as a Specialist Director earlier this year. We were fortunate enough to find him at Tennant's of Sheffield when we merged with them in 1961. He brought to us his knowledge and his skills in the development of our tenanted and managed houses. He leaves many friends, both here and in the retail trade.

Mr. Noel Hodgson retired as a Specialist Director last December after a career with the Company lasting 34 years, mainly on the production side, finishing as Brewery Manager, Chiswell Street. He has many friends both within the Group and throughout the Trade.

Mr. Harold Jenkins, who is Wholesale Marketing Director, was appointed to the Home Board in November 1970, and Mr. John Fox was appointed Specialist Director (Public Relations) in March of this year.

## Management Training

During the year the Home Board and Senior Management, including the Chief Executive, completed various training courses and seminars to improve their knowledge and ability, to enable them to cope with the ever-changing conditions in which our industry operates.

I have great confidence in the present Management, whose average age is 49, which leaves them still young enough to learn new techniques as they develop.

## Staff and Employees

The last few years have been an extremely difficult time for our staff and employees owing to the continued inflationary climate, which accelerated violently during the run-up to the General Election. I must thank all those who have loyally supported us through this very difficult time, and your Board fully recognises that this has been a very hard period for them. I hope that we shall all be able to settle down happily to work together for the good of this great association of companies in the future, when we hope inflation will not be moving ahead so fast.

## Industrial Relations

It has always been the earnest desire of those responsible for running this Company to be on the very best of terms with everybody who is working for them, and for all our people to be on the best of terms with each other. This is an ideal I have always sought after, and we are trying to make sure that every man and woman in the Company knows exactly who they are responsible to, who is responsible to them, and what they as a team are seeking to achieve, also that they should treat each other as human beings and friends, and not as units.

I believe that when the Industrial Relations Bill becomes law and is fully understood by all those concerned, it will operate to the advantage of both the employee and employer. The trouble is that there has been so much discussion and criticism that it has been difficult to understand, which makes everyone suspicious.

## Pension Scheme

We have recently been considering the introduction of a Group Pension Scheme for our employees, to operate from April 1972, to replace the large number of different and varied schemes which at present exist. Under the new scheme, no employee will be worse off than he is under his existing arrangements, and many will be substantially better off.

## Share Incentive Scheme

We have always wanted to encourage management by allowing them to have some interest in the equity of the Company, and therefore, after much consultation, we wish to introduce a share incentive scheme. The object is to provide a special incentive to managing directors and executives, without diluting the profits of the shareholders. I realise only too well myself the tremendous problems of a rising cost of living.

## Properties

During the year we sold properties to the value of over £5 million, which consisted of £3,500,000 worth of licensed properties and £854,000 industrial properties, the remainder being made up of shops, private dwellings, houses, land and unlicensed properties. This, as I have already pointed out, has helped our cash position. The number of on-licences at the end of the financial year was 7,940. This is a decrease of 340 compared with last year's total. We closed 302 licensed premises, 250 voluntarily and the balance by reason of compulsory purchase orders.

During the year, eight new houses were opened, costing £331,000, and there are at present twelve new houses in the course of construction at the overall cost of £248,000.

## Whitbread Trafalgar

As shareholders already know, this Company was formed two years ago in order to develop our properties to their best advantage. At present there are 16 properties at various stages of development but progress is inevitably slow, owing to the difficulties in obtaining planning consents. It is hoped that the amount of cash which will become available to the Group, after allowing for Capital Gains Tax and including Whitbread's share of the net profits of the joint company, will exceed £3,500,000 over the next five years.

As regards the Chiswell Street site, negotiations have continued with the Local Authorities concerned and objections to the GLC proposals affecting Chiswell Street have been made to the Greater London Council. Although no positive result has yet been achieved, I am confident that a satisfactory solution to the problem will be found.

## Production

There have been very substantial improvements in operating costs in our Luton brewery, due to the whole plant working more efficiently. The greatly increased demand for Heineken lager has required a further expansion there, and our new brewery at Sarnesbury is now under construction. Sarnesbury is expected to be in production during the summer of 1972. Situated on a 56 acre site between Preston and Blackburn, and adjacent to the M6 motorway, it will be capable of meeting our trade in this area in the foreseeable future. During the year we have closed our brewery in Edinburgh and have opened a new distribution depot at Rutherglen, Glasgow, to ensure an efficient distribution of our beers in Scotland.

The quality of our beers is ever present in the minds of your Board, and we have recently reorganised our quality control to ensure the continuance of the high quality of our production.

## Distribution

With labour costs continuing to rise and representing more than 65% of overall Distribution costs, good planning and efficient utilisation of manpower in this field of operations are receiving increasing attention.

This was a year of wage explosion, and the bulk of the overall increase arises from direct labour costs, which at £7,500,000 was an increase of nearly £1,000,000, or 14%. It is, however, evident that extra productivity has to some degree offset the rise in wage levels, and there have been reductions in numbers employed as well as in the use of hired transport.

## Rationalisation

To give some idea of the rationalisation which has taken place in the Whitbread Group since 1960, we have closed 15 breweries, 24 bottling plants and 54 distribution depots, and during the same period, apart from the new brewery and bottling stores at Luton, we have improved and enlarged ten breweries and three depots.

These are formidable figures, not only as regards planning, but in dealing with those employed, so that the least unhappiness and disruption of life is caused. We have paid out large sums in redundancy payments and in pensions, and I am sure that shareholders will agree that the Board should treat all those who have worked for us in as generous and kindly a way as possible.

## Wines and Spirits

Some years ago we concentrated our wines and spirits interests into Stowells of Chelsea. This Company has made considerable progress during

the year, and one of our successes has been our range of Florida Spanish wines, where sales increased by 30%.

Our retail shop Companies—Threshers and Mackies—increased their profit substantially this year and it is encouraging to note that there are some signs of price stability appearing in the High Street, where competition has been ferocious and the return on capital invested in our shops has been low.

We believe a good deal more money could be made out of our sales of wines and spirits, and the Board are determined to give their attention to this and develop Stowells of Chelsea to take advantage of the growth of this market.

## Marketing

Up to shortly after the war, our trade was 20% tied and 80% free. It is interesting to note that this year it is nearly 80% tied and 20% free. This is due to the mergers carried out with other breweries during recent years, but the proportion of free trade still remains high compared with many of our competitors. The volume of Home Trade increased by slightly under the national average, which is not surprising in view of the closure of a number of public houses. The important point is that profitability has increased.

Draught beer sales are about 70% of our trade, and continue to expand at a similar rate to last year at the expense of packaged beers. Bottled and Draught Heineken sales exceeded expectation and Draught Heineken already represents a share of 20% of the England and Wales lager market. Stella lager, brewed by the Artois Brewery in Belgium, has also got off to a good start and made rapid progress in the premium lager market.

In spite of a small fall in the sales of our bottled beers, our market share has increased by nearly 2%, Gold Label continued to increase by over 20% for the ninth year running.

In a year when the national growth of small cans continued at the high rate of 24%, our can sales increased by over 40%. Heineken and Mackeson cans showing the major increase of over 64%.

Litter is a national problem, and we are very conscious of the part that we can play in ensuring that our waste materials are easily disposable and do not become litter. To this end, an anti-litter message has been put on all our packaging.

## Our Tenants

You will realise there are great changes going on in the industry in the relationship between the brewer and the tenants of his houses. Whitbread tenants are regarded as independent businessmen working in partnership with us to provide a high standard of service to the public and to obtain the maximum return on capital invested for us both. We have attached great importance to maintaining a close liaison at all levels throughout the Company, and in all areas of the country, with the National Federation of Licensed Victuallers, the London Central Board and the National Association of Licensed House Managers. During the past year we have reached agreement with the National Federation and the London Central Board, whereby all those who take the tenancy of any of our houses after the 1st October will buy their beer at free trade prices, and all existing tenants will be given the option to do so if they wish. Tenants will also be given the opportunity to apply for a tenancy agreement covering a three year period, and we hope this will give them a feeling of greater security.

## Development of Managed Houses

Apart from the benefit of price increases, the retail profits from managed houses increased by good management by over £500,000 during the year. We have extended further into hotels by purchasing from Trust Houses Forte their share of Severnside Hotels in Wales. We formed a joint company with J. Lyons, called Whitley Inns, through which it is hoped to develop hotels and acquire new sites. We operate over 100 first class restaurants which have exceptionally high standards of comfort and food at highly competitive prices, and it is our intention to develop further in this field. I have looked upon it as of great importance that every licensed house should sell food of some kind, appetisingly displayed and served, so we are giving special attention to the development of snack catering and the provision of low-priced meals.

## Soft Drinks

The soft drinks side of our business continues to expand, and the R. White and Rawlings brands are now much in evidence in England and Wales. We have had to sell our Barking factory to the local authority but plans are now well in advance for a new production factory at Beckton.

## Overseas Trading

During the year further progress has been made with the development of our export business, particularly in the United States and the West Indies. While this is most satisfactory, a note of warning must be sounded about the effect that steadily rising costs in the U.K. are having on our profitability and competitive position in these markets. A measure of rationalisation is being introduced but this can only partially counteract the effects of inflation.

Belgium remains by far Whitbread's most important market on the continent of Europe. Again we have improved our dominant position in the imported beer sector where our product range has been augmented by the introduction of Campbell's Scotch and Christmas Ales. Once again we would like to express our gratitude to all our customers in Belgium and particularly the Artois Brewery who have supported our products so well.

During the year our trading arrangements in France which up till now had been with Societe Europeenne de Brasseries have been extended to include Kronenbourg, who are now in the same Group. This should provide a good base for the distribution of our products throughout France.

A number of new pubs have been opened, mostly within the Paris area, with Whitbread's financial support. This chain of pubs forms the backbone of our marketing effort in that country.

In Switzerland our trading agreement with the Cardinal Group is proving a success. It is hoped that this partnership will be equally successful in developments planned on the retail side of our business.

In my report last year I spoke of an arrangement we had made to come to with South African Breweries. The limited nature of this agreement has not, however, produced the results we had hoped for, and we have, therefore, concluded a further agreement whereby we have sold to them our brewery interests and formed a joint company with them to market the Whitbread products.

I am pleased to be able to report that we now see our way to a profit-making position, although inevitably this will be modest initially.

## Brickwoods

Brickwoods became an Associated Company of ours as long ago as 1859. At that time, Colonel R. A. N. Shute was Chairman, and he invited me and Mr. C. H. Tibbory to join their Board. In 1966, Mr. Tibbory became their Chairman. Later, as an addition to the original trading agreement, Brickwoods were permitted to brew Tankard, which proved a great success.

Earlier this year, talks on further co-operation gradually led to the conclusion that a complete merger would be in the best interests of both parties, provided a fair price could be negotiated. This was finally done by Kleinwort Benson and Baring Bros, acting respectively as financial advisers to the two Companies, and the offer was accepted by Brickwoods' shareholders on the 14th May. I am sure Brickwoods will prove to be a great addition to our strength in the south of England, and Mr. W. D. Frost, a most able Managing Director, leads a strong team at Portsmouth.

## The Future

I have decided to retire from being Chairman of the Group on December 31st of this year and will hand over, after 27 years, to Mr. F. O. A. G. Bennett, with whom I have worked for many years and for whom I have the highest regard and respect. The Board have also asked me to remain as a non-executive Director and have elected me President of the Company from that date. I leave the Management and the Chairmanship, with the greatest confidence to my successor and the Board.

We are aiming for another substantial improvement in profits for the current year and good trade in April and May gave us a promising start. However, poor weather and trade in June and severe pressure on wages and other rising costs will make the attainment of our objectives a tough assignment. I am quite sure your Board will meet the challenge with wisdom and determination, and we as shareholders are indeed fortunate to have such men to guide our destinies.



# WALL STREET OVERSEAS MARKETS MONEY + EXCHANGES

BY OUR WALL STREET CORRESPONDENT

PRICES SOARED in the heaviest trading on record on Wall Street today, following President Nixon's new economic policy.

The market opened strong, with the Dow Jones Industrial Average up 7.88 to \$37.90 in the first half-hour, rising to \$37.90, up 17.88, after the first hour in a record 8.66-hour volume, and steadily advancing to \$38.95 by the close, for a net rise of \$2.05 on the day. The NYSE All Common Index moved up \$1.79 to \$34.87, while gains led declines by 1.02 to 110. Volume was 21.72 million shares, up 21.76m on the day, and compares with the previous record day volume of 28,233,000 shares traded on February 9, 1971.

The announcement by President Nixon of his new economic policy, which included a 9 per cent increase in the dollar, fuelled a strong rise in the stock market. The Dow Jones Industrial Average rose 7.88 to \$37.90 in the first half-hour, rising to \$37.90, up 17.88, after the first hour in a record 8.66-hour volume, and steadily advancing to \$38.95 by the close, for a net rise of \$2.05 on the day.

Analysts attributed the rise to a sense of renewed confidence, and that the Nixon Proclamation may bring back the individual investor, whose absence had dampened all the previous rally attempts.

Most notably exceptions to the rise were among International Oils, Foreign Issues, Importers and Gold shares, which all backed down.

The biggest advance of the day was made by IBM, which rose \$1.10 to \$314 at the close, after opening up \$2.25 at \$320—the highest point gain recorded in the history of the Exchange.

In the blue chip shares, Chemicals developed strong leads. Dupont advanced \$2.10 to \$147. Allied Chemical \$2.10 to \$32.10 and Union Carbide \$2.10 to \$34.10. Westinghouse were lifted \$3.10 to \$39.10, and General Electric \$2.10 to \$38.10.

Among other Computer issues, Burroughs jumped \$2.10 to \$132.10. Control Data \$2.10 to \$37.10, Honeywell \$4.10 to \$102.10 and Memorex \$3.10 to \$35.10.

Chrysler, the only major car issues to trade, closed up \$4.10 to \$30.10. One of the Administration's proposals call for repeal of the 7 per cent Excise Tax on motors. Ford, GM and American Motors were delayed all day because of the heavy number of buy orders.

Steel, scored sharp gains. U.S. Steel finished ahead \$2.10 to \$31.10. Bethlehem \$2.10 to \$24.10, Republic \$1.10 to \$24.10, Inland Steel \$2.10 to \$29.10, and Jones and Laughlin \$2.10 to \$28.10.

U.S. Camera Producers also enjoyed the run-up. Polaroid rose \$3.10 to \$110.10, Eastman Kodak \$2.10 to \$81.10, and Gaf \$2.10 to \$81.10.

Shoe stocks found some joy in the new Import Tariffs. Sevens advanced \$2.10 to \$13.10, Weyenberg Shoe \$2.10 to \$22.10, and U.S. Shoe \$1.10 to \$24.10.

Machinery and Machine Tool makers showed strong gains. AMT rose \$2.10 to \$20.10, Gardner-Whitlock \$2.10 to \$47.10, Babcock and Wilcox \$2.10 to \$28.10, Buffalo Forge \$2.10 to \$28.10.

added \$2.10 to \$37.10. Dome Petroleum (new) \$1.10 to \$38.10 and Texas Gulf Sulphur \$1.10 to \$37.10. Electromin dropped \$2.10 to \$37.10. McIntyre Metals \$2.10 to \$37.10.

GETIMANY — Markets were sharply lower, with average losses of between DM3 and DM5, and some export-related issues falling further on the U.S. economic measures. Hoechst of DM5, led Chemicals down, while Siemens fell DM7.10 in Electricals.

In Motors and Engineering, BMW dropped DM1.10, Lande lowered DM8 and Volkswagen dipped DM6.

Banks also weakened with Deutsche Bank down DM8. In Bonds, Public and Corporate issues tended firm. Foreign Mark Loans were irregular.

SWITZERLAND — Weak on President Nixon's economic package. Trading, although more active than recently, was not hectic.

Alusuisse, Sandoz and Suber led Industrials down while, in Financials, Interfood were dull. Insurances showed limited falls.

State Bonds also declined in quiet trading.

STANDARD AND POORS U.S. STOCK INDICES

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

STOCK AND BOND YIELDS

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

MOST ACTIVE STOCKS

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

IND. DIVIDEND YIELD P.C.

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

N.Y. SE ALL COMMON INDEX

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

RISES AND FALLS

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

AMERICAN SE ALL STOCKS

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

JOHANNESBURG

Aug. 16	Aug. 15	Aug. 14	Aug. 13	Aug. 12
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00
100.00	100.00	100.00	100.00	100.00

NEW YORK, August 16

There was no official trading in Foreign stocks.

AMSTERDAM — Lower levels on fear that the new U.S. Import Surcharge would hurt Dutch exports to the U.S.

INTERNATIONALS — Markets were sharply lower, with average losses of between DM3 and DM5, and some export-related issues falling further on the U.S. economic measures.

Local Industrials and Plantations also eased. In mixed Shipings, KNSM were very firm.

VIENNA — Market was firmer, with advances leading declines by four-to-one.

OSLO — Banks were firm, Insurances tended firm. Foreign Industrials were irregular, while Shipings tended lower.

COPENHAGEN — Mixed in quiet trading.

MILAN — Closed yesterday for annual holidays.

French Bourses, Foreign Exchange Markets and Banks were closed yesterday as compensation for the Assumption holiday of the Assumption holiday.

BRUSSELS — Bourse and Belgian Banks closed yesterday for annual holidays.

Bank N.S.W. gained 6 cents to \$6.10 and L.A.C. 1 cent to \$1.67.

Argentine losses were shown by Argentine Wireless at \$1.22 and Pioneer Concrete at \$1.17.

JOHANNESBURG — Gold closed firm but off the top. Some loss in the gold market was seen following President Nixon's economic package, but prices reacted from earlier higher levels reflecting lack of follow-through and a sharp rise in the gold market.

Financial markets also closed firm, but off the top, in sympathy. In Diamonds, De Beers was steady, while other Metals were quiet.

Banks were mixed, while Collieries were dull. Financial Industrials were mainly quiet, with a few exceptions.

TOKYO — The market made its heaviest fall in history on widespread fears of yen revaluation, prompted by President Nixon's economic package.

Many dealers wanted to liquidate their positions pending further clarification of the situation.

Volvo, Nissan, Toyota, Mazda, Honda, and other Japanese car makers, including Nissan, were sold.

Such leading Construction issues as Taisei and Obayashi were sold due to their unimproved business.

Motor was also sold because of the withdrawal of defective motor-cycles from the U.S.

The impact of Mr. Nixon's economic package was felt widely on almost all issues in the afternoon, centering on export related issues.

Conspicuous losers were Tokyo Marine, Matsushita Electric, and other Japanese electronics firms.

On the other hand, some Japanese car makers, including Nissan, were sold.

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## Official bill sales

Bank Rate 6% (April 1, 1971) (including some, it is understood, of very short date), in order to absorb surplus funds, the Government has decided to sell Treasury bills in the market.

Credit was in free supply from the beginning in the Discount Market. Government bonds were sold in the market, though higher levels were reached in the afternoon. A level of 3 per cent was touched for the first time in the market's history. The authorities sold a very large amount of Treasury bills and money perhaps not needed to weaken.

Local authorities' seven-day notice, seven-day fixed, and four-year 7.5 per cent, and five-year 8.5 per cent, rates were for Treasury bills. Rates on bank bills are on those eligible for discount at Bank of England.

Finance House Base Rate (published by the Finance House Association) 5 per cent, from August 2.

Local authorities' seven-day notice, seven-day fixed, and four-year 7.5 per cent, and five-year 8.5 per cent, rates were for Treasury bills. Rates on bank bills are on those eligible for discount at Bank of England.

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These indices are the joint compilation of The Financial Times, The Institute of Actuaries and the Faculty of Actuaries in Edinburgh

Station or Group	Base Date	Base Value	Miscellaneous Financial	31/12/70	120.00
Manufacturing	29/12/67	114.13	All Other	10/4/62	100.00
Retailing	29/12/67	114.13			
Finance Brokers	29/12/67	96.67			
ing Finance	29/12/67	100.00			
s and Spirits	16/1/70	144.76			
and Games	16/1/70	135.72			
Equipment	16/1/70	162.74			
Industrial Group	31/12/70	128.20			

52	6	2.9	11.6	Press Ltd. for capital; xax ex all; xdr ex drawings;
58	2	—	3.4	Ltd., Bracken ex capital distribution; xph ex partial



HOTELS		AND CATERERS—Continued	
1971	1970	Number of rooms	+ or - rooms

HOTELS		AND CATERERS—Continued	
1971	1970	1971	1970
		1971	1970
10	10	10	10
11	11	11	11
12	12	12	12
13	13	13	13
14	14	14	14
15	15	15	15
16	16	16	16
17	17	17	17
18	18	18	18
19	19	19	19
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100	100	100	100

73	A. H. H. H.	45			
74	A. H. H. H.	45			
75	A. H. H. H.	45			
76	A. H. H. H.	45			
77	A. H. H. H.	45			
78	A. H. H. H.	45			
79	A. H. H. H.	45			
80	A. H. H. H.	45			
81	A. H. H. H.	45			
82	A. H. H. H.	45			
83	A. H. H. H.	45			
84	A. H. H. H.	45			
85	A. H. H. H.	45			
86	A. H. H. H.	45			
87	A. H. H. H.	45			
88	A. H. H. H.	45			
89	A. H. H. H.	45			
90	A. H. H. H.	45			
91	A. H. H. H.	45			
92	A. H. H. H.	45			
93	A. H. H. H.	45			
94	A. H. H. H.	45			
95	A. H. H. H.	45			
96	A. H. H. H.	45			
97	A. H. H. H.	45			
98	A. H. H. H.	45			
99	A. H. H. H.	45			
100	A. H. H. H.	45			

[illegible][illegible][illegible]

561c	Canon Inc.	Y 20p	252		173
561d	Ope Asbestos		262	+6	271
561e	Ope Asbestos		262		271
753a	Carlton Inds.		110		230 1.5
753b	Carlton Inds.		110		230 1.5
753c	Carlton Inds.		110		230 1.5
753d	Carlton Inds.		110		230 1.5
753e	Carlton Inds.		110		230 1.5
753f	Carlton Inds.		110		230 1.5
753g	Carlton Inds.		110		230 1.5
753h	Carlton Inds.		110		230 1.5
753i	Carlton Inds.		110		230 1.5
753j	Carlton Inds.		110		230 1.5
753k	Carlton Inds.		110		230 1.5
753l	Carlton Inds.		110		230 1.5
753m	Carlton Inds.		110		230 1.5
753n	Carlton Inds.		110		230 1.5
753o	Carlton Inds.		110		230 1.5
753p	Carlton Inds.		110		230 1.5
753q	Carlton Inds.		110		230 1.5
753r	Carlton Inds.		110		230 1.5
753s	Carlton Inds.		110		230 1.5
753t	Carlton Inds.		110		230 1.5
753u	Carlton Inds.		110		230 1.5
753v	Carlton Inds.		110		230 1.5
753w	Carlton Inds.		110		230 1.5
753x	Carlton Inds.		110		230 1.5
753y	Carlton Inds.		110		230 1.5
753z	Carlton Inds.		110		230 1.5
753aa	Carlton Inds.		110		230 1.5
753ab	Carlton Inds.		110		230 1.5
753ac	Carlton Inds.		110		230 1.5
753ad	Carlton Inds.		110		230 1.5
753ae	Carlton Inds.		110		230 1.5
753af	Carlton Inds.		110		230 1.5
753ag	Carlton Inds.		110		230 1.5
753ah	Carlton Inds.		110		230 1.5
753ai	Carlton Inds.		110		230 1.5
753aj	Carlton Inds.		110		230 1.5
753ak	Carlton Inds.		110		230 1.5
753al	Carlton Inds.		110		230 1.5
753am	Carlton Inds.		110		230 1.5
753an	Carlton Inds.		110		230 1.5
753ao	Carlton Inds.		110		230 1.5
753ap	Carlton Inds.		110		230 1.5
753aq	Carlton Inds.		110		230 1.5
753ar	Carlton Inds.		110		230 1.5
753as	Carlton Inds.		110		230 1.5
753at	Carlton Inds.		110		230 1.5
753au	Carlton Inds.		110		230 1.5
753av	Carlton Inds.		110		230 1.5
753aw	Carlton Inds.		110		230 1.5
753ax	Carlton Inds.		110		230 1.5
753ay	Carlton Inds.		110		230 1.5
753az	Carlton Inds.		110		230 1.5
753ba	Carlton Inds.		110		230 1.5
753bb	Carlton Inds.		110		230 1.5
753bc	Carlton Inds.		110		230 1.5
753bd	Carlton Inds.		110		230 1.5
753be	Carlton Inds.		110		230 1.5
753bf	Carlton Inds.		110		230 1.5
753bg	Carlton Inds.		110		230 1.5
753bh	Carlton Inds.		110		230 1.5
753bi	Carlton Inds.		110		230 1.5
753bj	Carlton Inds.		110		230 1.5
753bk	Carlton Inds.		110		230 1.5
753bl	Carlton Inds.		110		230 1.5
753bm	Carlton Inds.		110		230 1.5
753bn	Carlton Inds.		110		230 1.5
753bo	Carlton Inds.		110		230 1.5
753bp	Carlton Inds.		110		230 1.5
753bq	Carlton Inds.		110		230 1.5
753br	Carlton Inds.		110		230 1.5
753bs	Carlton Inds.		110		230 1.5
753bt	Carlton Inds.		110		230 1.5
753bu	Carlton Inds.		110		230 1.5
753bv	Carlton Inds.		110		230 1.5
753bw	Carlton Inds.		110		230 1.5
753bx	Carlton Inds.		110		230 1.5
753by	Carlton Inds.		110		230 1.5
753bz	Carlton Inds.		110		230 1.5
753ca	Carlton Inds.		110		230 1.5
753cb	Carlton Inds.		110		230 1.5
753cc	Carlton Inds.		110		230 1.5
753cd	Carlton Inds.		110		230 1.5
753ce	Carlton Inds.		110		230 1.5
753cf	Carlton Inds.		110		230 1.5
753cg	Carlton Inds.		110		230 1.5
753ch	Carlton Inds.		110		230 1.5
753ci	Carlton Inds.		110		230 1.5
753cj	Carlton Inds.		110		230 1.5
753ck	Carlton Inds.		110		230 1.5
753cl	Carlton Inds.		110		230 1.5
753cm	Carlton Inds.		110		230 1.5
753cn	Carlton Inds.		110		230 1.5
753co	Carlton Inds.		110		230 1.5
753cp	Carlton Inds.		110		230 1.5
753cq	Carlton Inds.		110		230 1.5
753cr	Carlton Inds.		110		230 1.5
753cs	Carlton Inds.		110		230 1.5
753ct	Carlton Inds.		110		230 1.5
753cu	Carlton Inds.		110		230 1.5
753cv	Carlton Inds.		110		230 1.5
753cw	Carlton Inds.		110		230 1.5
753cx	Carlton Inds.		110		230 1.5
753cy	Carlton Inds.		110		230 1.5
753cz	Carlton Inds.		110		230 1.5
753da	Carlton Inds.		110		230 1.5
753db	Carlton Inds.		110		230 1.5
753dc	Carlton Inds.		110		230 1.5
753dd	Carlton Inds.		110		230 1.5
753de	Carlton Inds.		110		230 1.5
753df	Carlton Inds.		110		230 1.5
753dg	Carlton Inds.		110		230 1.5
753dh	Carlton Inds.		110		230 1.5
753di	Carlton Inds.		110		230 1.5
753dj	Carlton Inds.		110		230 1.5
753dk	Carlton Inds.		110		230 1.5
753dl	Carlton Inds.		110		230 1.5
753dm	Carlton Inds.		110		230 1.5
753dn	Carlton Inds.		110		230 1.5
753do	Carlton Inds.		110		230 1.5
753dp	Carlton Inds.		110		230 1.5
753dq	Carlton Inds.		110		230 1.5
753dr	Carlton Inds.		110		230 1.5
753ds	Carlton Inds.		110		230 1.5
753dt	Carlton Inds.		110		230 1.5
753du	Carlton Inds.		110		230 1.5
753dv	Carlton Inds.		110		230 1.5
753dw	Carlton Inds.		110		230 1.5
753dx	Carlton Inds.		110		230 1.5
753dy	Carlton Inds.		110		230 1.5
753dz	Carlton Inds.		110		230 1.5
753ea	Carlton Inds.		110		230 1.5
753eb	Carlton Inds.		110		230 1.5
753ec	Carlton Inds.		110		230 1.5
753ed	Carlton Inds.		110		230 1.5
753ee	Carlton Inds.		110		230 1.5
753ef	Carlton Inds.		110		230 1.5
753eg	Carlton Inds.		110		230 1.5
753eh	Carlton Inds.		110		230 1.5
753ei	Carlton Inds.		110		230 1.5
753ej	Carlton Inds.		110		230 1.5
753ek	Carlton Inds.		110		230 1.5
753el	Carlton Inds.		110		230 1.5
753em	Carlton Inds.		110		230 1.5
753en	Carlton Inds.		110		230 1.5
753eo	Carlton Inds.		110		230 1.5
753ep	Carlton Inds.		110		230 1.5
753eq	Carlton Inds.		110		230 1.5
753er	Carlton Inds.		110		230 1.5
753es	Carlton Inds.		110		230 1.5
753et	Carlton Inds.		110		230 1.5
753eu	Carlton Inds.		110		230 1.5
753ev	Carlton Inds.		110		230 1.5
753ew	Carlton Inds.		110		230 1.5
753ex	Carlton Inds.		110		230 1.5
753ey	Carlton Inds.		110		230 1.5
753ez	Carlton Inds.		110		230 1.5
753fa	Carlton Inds.		110		230 1.5
753fb	Carlton Inds.		110		230 1.5
753fc	Carlton Inds.		110		230 1.5
753fd	Carlton Inds.		110		230 1.5
753fe	Carlton Inds.		110		230 1.5
753ff	Carlton Inds.		110		230 1.5
753fg	Carlton Inds.		110		230 1.5
753fh	Carlton Inds.		110		230 1.5
753fi	Carlton Inds.		110		230 1.5
753fj	Carlton Inds.		110		230 1.5
753fk	Carlton Inds.		110		230 1.5
753fl	Carlton Inds.		110		230 1.5
753fm	Carlton Inds.		110		230 1.5
753fn	Carlton Inds.		110		230 1.5
753fo	Carlton Inds.		110		230 1.5
753fp	Carlton Inds.		110		230 1.5
753fq	Carlton Inds.		110		230 1.5
753fr	Carlton Inds.		110		230 1.5
753fs	Carlton Inds.		110		230 1.5
753ft	Carlton Inds.		110		230 1.5
753fu	Carlton Inds.		110		230 1.5
753fv	Carlton Inds.		110		230 1.5
753fw	Carlton Inds.		110		230 1.5
753fx	Carlton Inds.		110		230 1.5
753fy	Carlton Inds.		110		230 1.5
753fz	Carlton Inds.		110		230 1.5
753ga	Carlton Inds.		110		230 1.5
753gb	Carlton Inds.		110		230 1.5
753gc	Carlton Inds.		110		230 1.5
753gd	Carlton Inds.		110		230 1.5
753ge	Carlton Inds.		110		230 1.5
753gf	Carlton Inds.		110		230 1.5
753gg	Carlton Inds.		110		230 1.5
753gh	Carlton Inds.		110		230 1.5
753gi	Carlton Inds.		110		230 1.5
753gj	Carlton Inds.		110		230 1.5
753gk	Carlton Inds.		110		230 1.5
753gl	Carlton Inds.		110		230 1.5
753gm	Carlton Inds.		110		230 1.5
753gn	Carlton Inds.		110		230 1.5
753go	Carlton Inds.		110		230 1.5
753gp	Carlton Inds.		110		230 1.5
753gq	Carlton Inds.		110		230 1.5
753gr	Carlton Inds.		110		230 1.5
753gs	Carlton Inds.		110		230 1.5
753gt	Carlton Inds.		110		230 1.5
753gu	Carlton Inds.		110		230 1.5
753gv	Carlton Inds.		110		230 1.5
753gw	Carlton Inds.		110		230 1.5
753gx	Carlton Inds.		110		230 1.5
753gy	Carlton Inds.		110		230 1.5
753gz	Carlton Inds.		110		230 1.5
753ha	Carlton Inds.		110		230 1.5
753hb	Carlton Inds.		110		230 1.5
753hc	Carlton Inds.		110		230 1.5
753hd	Carlton Inds.		110		230 1.5
753he	Carlton Inds.		110		230 1.5
753hf	Carlton Inds.		110		230 1.5
753hg	Carlton Inds.		110		230 1.5
753hh	Carlton Inds.		110		230 1.5
753hi	Carlton Inds.		110		230 1.5
753hj	Carlton Inds.		110		230 1.5
753hk	Carlton Inds.		110		230 1.5
753hl	Carlton Inds.		110		230 1.5
753hm	Carlton Inds.		110		230 1.5
753hn	Carlton Inds.		110		230 1.5
753ho	Carlton Inds.		110		230 1.5
753hp	Carlton Inds.		110		230 1.5
753hq	Carlton Inds.		110		230 1.5
753hr	Carlton Inds.		110		230 1.5
753hs	Carlton Inds.		110		230 1.5
753ht	Carlton Inds.		110		230 1.5
753hu	Carlton Inds.		110		230 1.5
753hv	Carlton Inds.		110		230 1.5
753hw	Carlton Inds.		110		230 1.5
753hx	Carlton Inds.		110		230 1.5
753hy	Carlton Inds.		110		230 1.5
753hz	Carlton Inds.		110		230 1.5
753ia	Carlton Inds.		110		230 1.5
753ib	Carlton Inds.		110		230 1.5
753ic	Carlton Inds.		110		230 1.5
753id	Carlton Inds.		110		230 1.5
753ie	Carlton Inds.		110		230 1.5
753if	Carlton Inds.		110		230 1.5
753ig	Carlton Inds.		110		230 1.5
753ih	Carlton Inds.		110		230 1.5
753ii	Carlton Inds.		110		230 1.5
753ij	Carlton Inds.		110		230 1.5
753ik	Carlton Inds.		110		

51	John Chinn, <i>Nov.</i>	17	2		
52	John Chinn, <i>Nov.</i>	17	2		
53	John Chinn, <i>Nov.</i>	17	2		
54	John Chinn, <i>Nov.</i>	17	2		
55	John Chinn, <i>Nov.</i>	17	2		
56	John Chinn, <i>Nov.</i>	17	2		
57	John Chinn, <i>Nov.</i>	17	2		
58	John Chinn, <i>Nov.</i>	17	2		
59	John Chinn, <i>Nov.</i>	17	2		
60	John Chinn, <i>Nov.</i>	17	2		
61	John Chinn, <i>Nov.</i>	17	2		
62	John Chinn, <i>Nov.</i>	17	2		
63	John Chinn, <i>Nov.</i>	17	2		
64	John Chinn, <i>Nov.</i>	17	2		
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71	John Chinn, <i>Nov.</i>	17	2		
72	John Chinn, <i>Nov.</i>	17	2		
73	John Chinn, <i>Nov.</i>	17	2		
74	John Chinn, <i>Nov.</i>	17	2		
75	John Chinn, <i>Nov.</i>	17	2		
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89	John Chinn, <i>Nov.</i>	17	2		
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91	John Chinn, <i>Nov.</i>	17	2		
92	John Chinn, <i>Nov.</i>	17	2		
93	John Chinn, <i>Nov.</i>	17	2		
94	John Chinn, <i>Nov.</i>	17	2		
95	John Chinn, <i>Nov.</i>	17	2		
96	John Chinn, <i>Nov.</i>	17	2		
97	John Chinn, <i>Nov.</i>	17	2		
98	John Chinn, <i>Nov.</i>	17	2		
99	John Chinn, <i>Nov.</i>	17	2		
100	John Chinn, <i>Nov.</i>	17	2		

[illegible]

6	143	Do. " "	163	18	23.0
7	144	Porter, N. Maud, 20p	70	12	16.0
8	181	Porter, 20p	125	12	16.0
9	145	Pinn Art. Dev. 5p	50	28	13.0
10	146	Pinn. (Jas.) 2p	258	16	16.0
11	147	Pinn. (Jas.) 2p	258	16	16.0
12	326	Plant. (S.) 20p	61	17	35.0
13	326	Plant. (A.S.) 2p	61	17	35.0
14	326	Plexicoel. C. & W.	76	18	28.0
15	326	Plexicoel. C. & W.	76	18	28.0
16	111	Poesele, 10p	30	16.9	1.6
17	70	Posthering. Nrvy. 6p	64	13	25.0
18	80	Freeland, 2p	64	13	25.0
19	80	Freeland, 2p	64	13	25.0
20	80	Freeland, 2p	64	13	25.0
21	80	Freeland, 2p	64	13	25.0
22	80	Freeland, 2p	64	13	25.0
23	80	Freeland, 2p	64	13	25.0
24	80	Freeland, 2p	64	13	25.0
25	80	Freeland, 2p	64	13	25.0
26	80	Freeland, 2p	64	13	25.0
27	80	Freeland, 2p	64	13	25.0
28	80	Freeland, 2p	64	13	25.0
29	80	Freeland, 2p	64	13	25.0
30	80	Freeland, 2p	64	13	25.0
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32	80	Freeland, 2p	64	13	25.0
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37	80	Freeland, 2p	64	13	25.0
38	80	Freeland, 2p	64	13	25.0
39	80	Freeland, 2p	64	13	25.0
40	80	Freeland, 2p	64	13	25.0
41	80	Freeland, 2p	64	13	25.0
42	80	Freeland, 2p	64	13	25.0
43	80	Freeland, 2p	64	13	25.0
44	80	Freeland, 2p	64	13	25.0
45	80	Freeland, 2p	64	13	25.0
46	80	Freeland, 2p	64	13	25.0
47	80	Freeland, 2p	64	13	25.0
48	80	Freeland, 2p	64	13	25.0
49	80	Freeland, 2p	64	13	25.0
50	80	Freeland, 2p	64	13	25.0
51	80	Freeland, 2p	64	13	25.0
52	80	Freeland, 2p	64	13	25.0
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57	80	Freeland, 2p	64	13	25.0
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59	80	Freeland, 2p	64	13	25.0
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61	80	Freeland, 2p	64	13	25.0
62	80	Freeland, 2p	64	13	25.0
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65	80	Freeland, 2p	64	13	25.0
66	80	Freeland, 2p	64	13	25.0
67	80	Freeland, 2p	64	13	25.0
68	80	Freeland, 2p	64	13	25.0
69	80	Freeland, 2p	64	13	25.0
70	80	Freeland, 2p	64	13	25.0
71	80	Freeland, 2p	64	13	25.0
72	80	Freeland, 2p	64	13	25.0
73	80	Freeland, 2p	64	13	25.0
74	80	Freeland, 2p	64	13	25.0
75	80	Freeland, 2p	64	13	25.0
76	80	Freeland, 2p	64	13	25.0
77	80	Freeland, 2p	64	13	25.0
78	80	Freeland, 2p	64	13	25.0
79	80	Freeland, 2p	64	13	25.0
80	80	Freeland, 2p	64	13	25.0
81	80	Freeland, 2p	64	13	25.0
82	80	Freeland, 2p	64	13	25.0
83	80	Freeland, 2p	64	13	25.0
84	80	Freeland, 2p	64	13	25.0
85	80	Freeland, 2p	64	13	25.0
86	80	Freeland, 2p	64	13	25.0
87	80	Freeland, 2p	64	13	25.0
88	80	Freeland, 2p	64	13	25.0
89	80	Freeland, 2p	64	13	25.0
90	80	Freeland, 2p	64	13	25.0
91	80	Freeland, 2p	64	13	25.0
92	80	Freeland, 2p	64	13	25.0
93	80	Freeland, 2p	64	13	25.0
94	80	Freeland, 2p	64	13	25.0
95	80	Freeland, 2p	64	13	25.0
96	80	Freeland, 2p	64	13	25.0
97	80	Freeland, 2p	64	13	25.0
98	80	Freeland, 2p	64	13	25.0
99	80	Freeland, 2p	64	13	25.0
100	80	Freeland, 2p	64	13	25.0

[illegible][illegible]

مكة: امين الخليلي



**TEAS—Continued**

For Notes, see Stock Exchange Dealings.

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